

San Mateo County

Transportation Plan for Low-income Populations February 2012



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EXECUTIVE SUMMARY

The purpose of the Countywide Transportation Plan for Low Income Populations (Countywide Plan) is to develop strategies to increase the affordability and accessibility of transportation options for low-income residents in San Mateo County. This work is funded by a Caltrans Environmental Justice grant and the San Mateo City/County Association of Governments (C/CAG).

The Metropolitan Transportation Commission (MTC) provides funding for the development of community-based transportation plans (CBTPs) in identified “communities of concern,” which are communities with a high percentage of low-income and/or minority populations throughout the Bay Area. During the development of past CBTPs it was discovered that the four “communities of concern” in San Mateo County identified by MTC do not include approximately 80% of the population living below the poverty line in the County. The objective of the Countywide Transportation Plan for Low-Income Populations is to identify, assess, and develop strategies to bridge gaps in the transportation needs of these disadvantaged communities. The goal of the Countywide plan is to influence project and program develop-

ment and funding decisions that will increase transportation options for low-income residents.

This planning process was a collaborative effort involving extensive community and stakeholder involvement. A *Project Oversight Committee* comprised of staff representing the County of San Mateo, the San Mateo County Human Services Agency (HSA) and Health System, San Mateo City/County Association of Governments (C/CAG), and the San Mateo County Transit District (SamTrans) was formed to oversee the process. Additionally, a *Steering Committee*, composed of community-based organizations and agencies that serve low-income clientele was formed to provide input to the planning process.

EXISTING CONDITIONS

The first step in the planning process was to conduct an existing conditions analysis in order to gain understanding of the County demographics, existing transportation services, and related planning efforts.

Demographics

The study area for the Countywide Plan includes the entire County of San Mateo and its cities. The total population of the County is 739,469. The land use in the County is approximately 25% urban and 75% non-urban. The median price of a single-family home in the County is \$700,000, as of September 2011.

Nineteen percent of County residents have annual incomes at less than 200% of the poverty level. The median household income is \$84,426.

San Mateo County is ethnically diverse and reflects the composition of the Bay Area as a whole in that it is about half Caucasian and half other races. Hispanic/Latinos and Asian Americans account for the second highest ethnic groups at almost 20 percent of the total population. The median age is 38.8 and 13% of the population is 65 or older.

There are approximately 24,018 households in the County where no one 14 years or older speaks English “very well”. Of these households, 45% speak Spanish and 42% speak an Asian or Pacific Islander language.

Approximately 70 % of workers age 16 and over drive alone to work and 10% carpool. Approximately eight percent use public transportation to get to work.

Transit Services and Programs

Transit service in the County is provided by the San Mateo County Transit District (SamTrans), Caltrain Peninsula Rail Service (Caltrain), and the Bay Area Rapid Transit District (BART).

SamTrans provides local bus service within San Mateo County and express bus service to downtown San Francisco. SamTrans is currently conducting the SamTrans Service Plan, which is an in-depth study of the current bus system to identify a road map for future service. The Transit District provides Redi-Wheels paratransit service and manages shuttle services.

There are eight community shuttle services in the County that serve local trips and connect to transit, services, and employment services.

Caltrain provides long distance commuter service through San Mateo County from San Francisco to Gilroy. There are 32 stations with 11 stations in San Mateo County. In San Mateo County, BART functions as commuter rail and serves six stations in the northern part of the County.

The San Mateo County Human Services Agency provides a limited number of SamTrans bus tickets and monthly passes to low-income residents.

The Peninsula Family Service Agency operates the Ways to Work Family Loan Program which assist needy families with obtaining auto loans.

Related Planning Efforts

This plan includes a description and analysis of the recommended projects from five prior planning efforts that focus on transportation for low-income populations in the County:

- 1) San Mateo County Welfare to Work Transportation Planning Project (2001)
- 2) MTC Lifeline Report (2001)
- 3) East Palo Alto Community-Based Transportation Plan (2004)
- 4) Bayshore Community-Based Transportation Plan (2009)
- 5) North Central San Mateo Community-Based Transportation Plan (2010)

The analysis of the projects and programs that were recommended by each of these plans resulted in the identification of the following barriers to implementation:

- Lack of appropriate sustainable and stable funding sources

- The absence of a process to promote implementation of projects
- Projects that require unusual, complex, or difficult partnerships
- Projects that require administrative resources that potential sponsoring agencies do not have

COMMUNITY OUTREACH

Community outreach was conducted from March to July 2011. Project staff partnered with community-based organizations (CBOs) and agencies to involve low-income residents and stakeholders in the planning process. The community outreach methods were developed through input from the Project Oversight Committee and Steering Committee. The outreach methods utilized in this planning effort are as follows:

- A survey was distributed in four languages to low-income residents through the Human Service Agency regional offices and eight Core Services Agencies, as well as other programs and organizations. Survey respondents were questioned about trips that are difficult for them to complete and their most important unmet transportation needs.
- Four Transportation Solutions Workshops were held throughout the County to solicit in-depth feedback on transportation needs and potential solutions from low-income residents.
- Fifteen interviews were conducted with 13 community-based organizations that serve low-income clientele.
- Presentations about the planning process were given to three community-based groups.
- A project telephone hotline was established to receive feedback and register workshop participants.
- A project website was created to provide information about the planning process and to assist with community outreach efforts.
- A press release was issued to announce the opportunity to attend a workshop.

The outreach process resulted in the identification of 31 community-stated transportation needs. The needs are grouped into the following categories:

- Education/Information/Outreach
- Coordination among Transportation Providers
- SamTrans Service
- Caltrain/BART Services
- Supplemental Transportation Services
- Bicycle/Pedestrian Safety and Streetscape

A summary of the outreach effort and results is found in Chapter 3 of this document. The full outreach results can be found in Appendix B.

TRANSPORTATION STRATEGIES

Eight transportation strategies were developed based on the community outreach results and input from the Project Oversight Committee and Steering Committee. Chapter 4 includes a description of each strategy and a preliminary evaluation. Table ES-1 shows the transportation strategies, timeframe, and potential lead agencies.

ACTION PLAN

The success of this planning effort will depend on relevant lead agencies moving forward with implementation of the transportation strategies. Chapter 5 outlines a proposed process for implementation of this plan. Appendix C outlines potential funding sources.

Table ES-1 Transportation Strategies

	Strategies	Capital or Operating Project	Potential Lead Agencies	Potential Partner Agencies
1	Improve transit stop amenities	Capital	SamTrans, local jurisdictions, BART	Local jurisdictions
2	Increase public understanding of how to use transit	Operating	SamTrans, local jurisdictions, CBOs, Clipper	Alliance, CBOs
3	Provide free or discounted fares for low-income transit users	Operating	The San Mateo County Human Services Agency (HSA), MTC, SamTrans, Colleges and Universities	
4	Improve SamTrans connections and service	Operating	SamTrans	
5	Improve pedestrian safety and amenities	Capital	Local jurisdictions	
6	Improve bicycle safety and amenities	Capital	Local jurisdictions	C/CAG, SamTrans, Caltrain
7	Provide free or discounted bicycles to low-income persons	Operating	Community-based organizations	CBOs, Social Service Organizations, Bicycle and Pedestrian Committees, County of San Mateo; C/CAG, SamTrans
8-A	Create a volunteer driver program	Operating	Non-profit entity with private and public agency support	
8-B	Reinstate the emergency taxi voucher program	Operating	HSA	
8-C	Create additional shuttle services and vanpools	Operating	Local jurisdictions, Peninsula Traffic Congestion Relief Alliance, SamTrans, Puente de la Costa Sur and other community-based organizations	Employers, local jurisdictions, SamTrans, community-based organizations
8-D	Supplement auto loan and repair assistance programs	Operating	Nonprofit social services agencies (such as Peninsula Family Service), government social services agencies	

1

INTRODUCTION

The purpose of the Countywide Transportation Plan for Low Income Populations (Countywide Plan) is to develop strategies to increase the affordability and accessibility of transportation options for low-income residents in San Mateo County. This work is funded by a Caltrans Environmental Justice grant and the San Mateo City/County Association of Governments (C/CAG).

The Metropolitan Transportation Commission (MTC) provides funding for the development of community-based transportation plans (CBTP) in identified “communities of concern”, which are communities with a high percentage of low-income and/or minority populations throughout the Bay Area. During the development of past CBTPs it was discovered that the “communities of concern” identified by MTC do not include approximately 80% of the population living below the poverty line in San Mateo County. The objective of the Countywide Transportation Plan for Low-Income Populations is to utilize community outreach to identify, assess, and develop strategies to bridge gaps in the transportation needs of these disadvantaged communities. The Countywide plan is a planning tool, designed to influence funding

decisions of the MTC Lifeline Transportation Program, with the objective to fund strategies developed in the plan.

PLANNING PROCESS

This planning process was a collaborative effort involving extensive community and stakeholder involvement. A *Project Oversight Committee* comprised of staff representing the County of San Mateo, the San Mateo County Human Services Agency (HSA) and Health System, San Mateo City/County Association of Governments (C/CAG), and the San Mateo County Transit District (SamTrans) was formed to oversee the process. Additionally, a *Steering Committee*, composed of community-based organizations and agencies that serve low-income clientele was formed to provide input to the planning process.

The planning process includes the following four phases.

Phase 1: Analyze Existing Conditions

This Existing Conditions Report for the Plan provides the foundation of information and assessment of demographics, existing transportation services, and related planning efforts.

Phase 2: Stakeholder Outreach and Community Engagement

Community outreach and engagement, an integral part of the Countywide Plan process, provides valuable feedback from low-income community members and stakeholders regarding transportation issues and priorities.

Phase 3: Identify Transportation Strategies based on Community Input

Based on stakeholder outreach and community engagement in Phase 2, transportation strategies are identified that meet community goals and address transportation issues.

Phase 4: Plan Document and Implementation

This plan document presents background information and a summary of community outreach and provides an evaluation of the transportation strategies identified in Phase 3.

The outcome of this work will provide a framework for transportation providers and various agencies to work together to better understand transportation needs of low-income populations. It will facilitate implementation of strategies to serve these populations, and the creation of partnerships for feasible and efficient project or program implementation.

OVERVIEW OF THE PLAN

Chapter 1 provides an overview of the plan, its purpose, and a description of the project area.

Chapter 2 contains a summary of existing conditions for the study area. This includes information about demographics, transportation, and other planning efforts.

Chapter 3 explains the community outreach process and presents a summary of the results. This chapter also contains a list of community-stated transportation needs that emerged from the outreach process.

Chapter 4 contains a program of fourteen transportation strategies to address the transportation needs identified through the outreach process. Each strategy includes:

- Transportation needs addressed;
- Project description;
- Constraints;
- Potential transportation and community impacts;
- Implementation requirements;
- Potential funding and cost estimate; and
- Preliminary evaluation.

Chapter 5 contains an action plan that outlines some suggested next steps for successful implementation of the strategies outlined in Chapter 4.

The Plan document includes several acronyms for agencies and planning terms. The following list provides a key to acronyms used in this plan.

- ABAG – Association of Bay Area Governments
- BAAQMD – Bay Area Air Quality Management District
- CBO – Community-Based Organization
- CBTP – Community-Based Transportation Plan
- C/CAG – San Mateo City/County Association of Governments
- HSA – San Mateo County Human Services Agency
- MTC – Metropolitan Transportation Commission
- The Alliance – Peninsula Traffic Congestion Relief Alliance

STUDY AREA

The study area for the Countywide Plan includes the entire County of San Mateo and its cities. The county is divided into three service regions: northern, central, and southern (see Map 1-1) as a basis for outreach and data analysis purposes. These three regional divisions are used by the County of San Mateo Human Services Agency (HSA) to categorize their service areas.

Map 1-1 Study Area

This map illustrates the study area for the San Francisco Peninsula, divided into three regions: Northern Region (dark brown), Central Region (light brown), and Southern Region (medium brown). The map shows major highways (Interstates 280, 380, 101, 92, 84, 35, 1) and transit lines (Caltrain and BART). Key cities and locations labeled include Daly City, Colma, Brisbane, South San Francisco, San Bruno, Millbrae, Burlingame, Hillsborough, San Mateo, Foster City, Belmont, San Carlos, Redwood City, East Palo Alto, Atherton, Menlo Park, Woodside, Portola Valley, and Pescadero. A legend in the bottom left corner identifies the regions and transit lines. A scale bar (0 to 0.5 miles) and a north arrow are also present.

2

EXISTING CONDITIONS

This chapter presents a baseline of existing conditions in the County. It includes a demographic profile of the County, an overview of existing plans and programs, and an analysis of barriers to implementing transportation improvements.

The complete existing conditions report is provided as Appendix A.

DEMOGRAPHICS

Key demographic data used for this analysis includes 2000 U.S. Decennial Census data, 2009-2015 5-year Estimates and 2019 American Community Survey (ACS) data, and 2019 ABAG population and employment projections.

For comparison purposes, data for the entire Bay Area is sometimes presented alongside data for San Mateo County. The other Bay Area counties include: Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma.

Population Growth

As of 2008, San Mateo County had an estimated population of 739,469 residents. This is about 10 percent of the Bay Area's 2008 population. As shown in Table 2-1, the County

has experienced moderate growth since 1990. The County population grew 14 percent, while the Bay Area experienced a 21 percent growth. Looking to the future, the County continues to grow at a slightly slower pace than the Bay Area. ABAG forecasts predict a population increase of 17 percent for the County and 20 percent growth for the Bay Area over the next 20 years.

Table 2-1: Population Trends

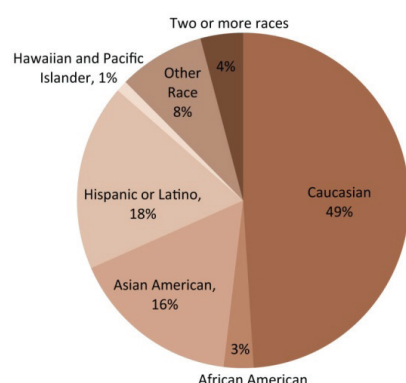
	1990	2000	2008	2030 Projec- tion	% Change 1990- 2000	% Change 2000- 2008
San Mateo County	649,623	707,161	739,469	862,600	9%	5%
Bay Area	6,023,577	6,783,760	7,265,739	8,719,300	13%	7%

Source: ABAG, 2009.

Race

San Mateo County is ethnically diverse and reflects the composition of the Bay Area as a whole in that it is about half Caucasian and half other races. Hispanic/Latinos and Asian Americans account for the second highest ethnic groups at almost 18 and 16 percent of the total population, respectively (see Figure 2-1).

Figure 2-1 Race and Ethnicity



Age and Sex

Based on 2005-2009 ACS data, a large portion of county residents are between the ages of 25 and 49, approximately 38 percent of the total population. Furthermore, approximately 24 percent of the population is under 20 years old and 13 percent are over 65 years old. According to projections from the San Mateo County Aging Model (2007), the senior population is expected to grow rapidly over the next twenty years.¹ Furthermore, as stated in the Senior Mobility Action Plan (2006): “The Baby Boomers will become a major factor around 2020 when the first of them reach the age of 75, which is when a lot of people begin having significant driving difficulties.”

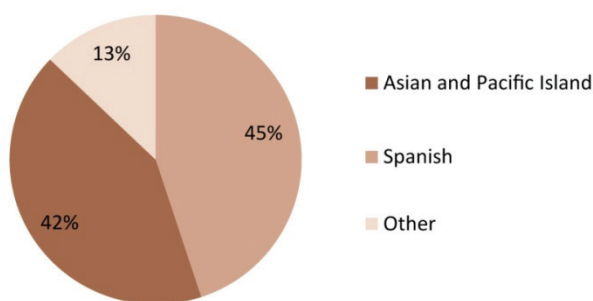
1. County of San Mateo, Health and Policy Planning. “San Mateo County Aging Model: Better Planning for Tomorrow.” 2007. Retrieved online: <http://www.co.sanmateo.ca.us/>

Linguistic Isolation

The U.S. Census Bureau defines a linguistically isolated household as one where no one 14 years or older speaks English “very well.” According to 2005-2009 ACS data, 24,018 households in San Mateo County are linguistically isolated. Of the 24,018 isolated households, 45% (10,796) speak Spanish, 42% (10,136) speak an Asian or Pacific Island language, and 13% (3,086) speak other languages (see Figure 2-2).

The San Mateo County Linguistic Access Study (2006) found that individuals with limited English proficiency primarily spoke one of these five languages: Spanish (66%), Chinese (Cantonese and Mandarin) (14%), Tagalog (5%), Russian (2%), and Pacific Islander (1%).

Figure 2-2 Languages Spoken in Linguistically Isolated Households



Income and Poverty

About 28% of the households in San Mateo County have annual incomes under \$50,000. Twelve percent of San Mateo County households have annual incomes under \$25,000, as compared to 16% of households of the entire Bay Area. The median household income is \$84,426.

As part of the MTC's Equity Analysis Report published in February, 2009, concentrations of poverty were defined by MTC as places where 30% or more of residents had incomes below 200% of the poverty level. This percent threshold takes into consideration the high cost of living in the Bay Area and provides a more representative definition of low-income populations. Using the 2005-2009 ACS census data, the percentage of low-income population was mapped by census tract for San Mateo County (see Map 2-1 and Table 2-2).

Table 4 shows a comparison of individuals in poverty from San Mateo County and the Bay Area using 2005-2009 ACS census data. San Mateo County has a lower percentage of individuals in poverty than the Bay Area with 7% of individuals below the poverty level and 19% of individuals at less than twice the poverty level.

San Mateo, San Francisco, and Marin counties have the highest housing prices in the nation². As of September 2011, the market average rent for a two-bedroom apartment in San Mateo County is \$1874. The median price of a single-family home is \$700,000.³

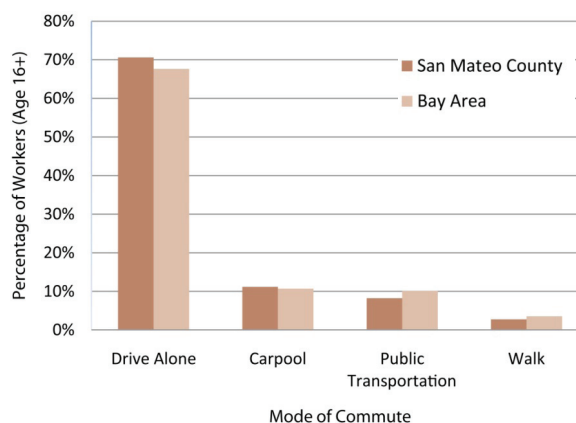
Table 2-2: Poverty Levels⁴

Poverty Level	San Mateo County Individuals	%	Bay Area Individuals	%
Below 100% pov-erty level	50,041	7%	640,420	9%
Below 200% pov-erty level	128,994	19%	1,544,352	23%

Mode Split

Based on 2005-2009 ACS data, driving alone is the most prevalent mode of commute for county residents—approximately 70 percent of workers (age 16 and over) drive alone and 10 percent carpool. A slightly greater percentage of San Mateo County workers commute by driving alone than Bay Area workers. Furthermore, ACS data shows that Bay Area workers use public transportation at a slightly higher rate compared with the County (see Figure 2-3).

Figure 2-3 Mode Split

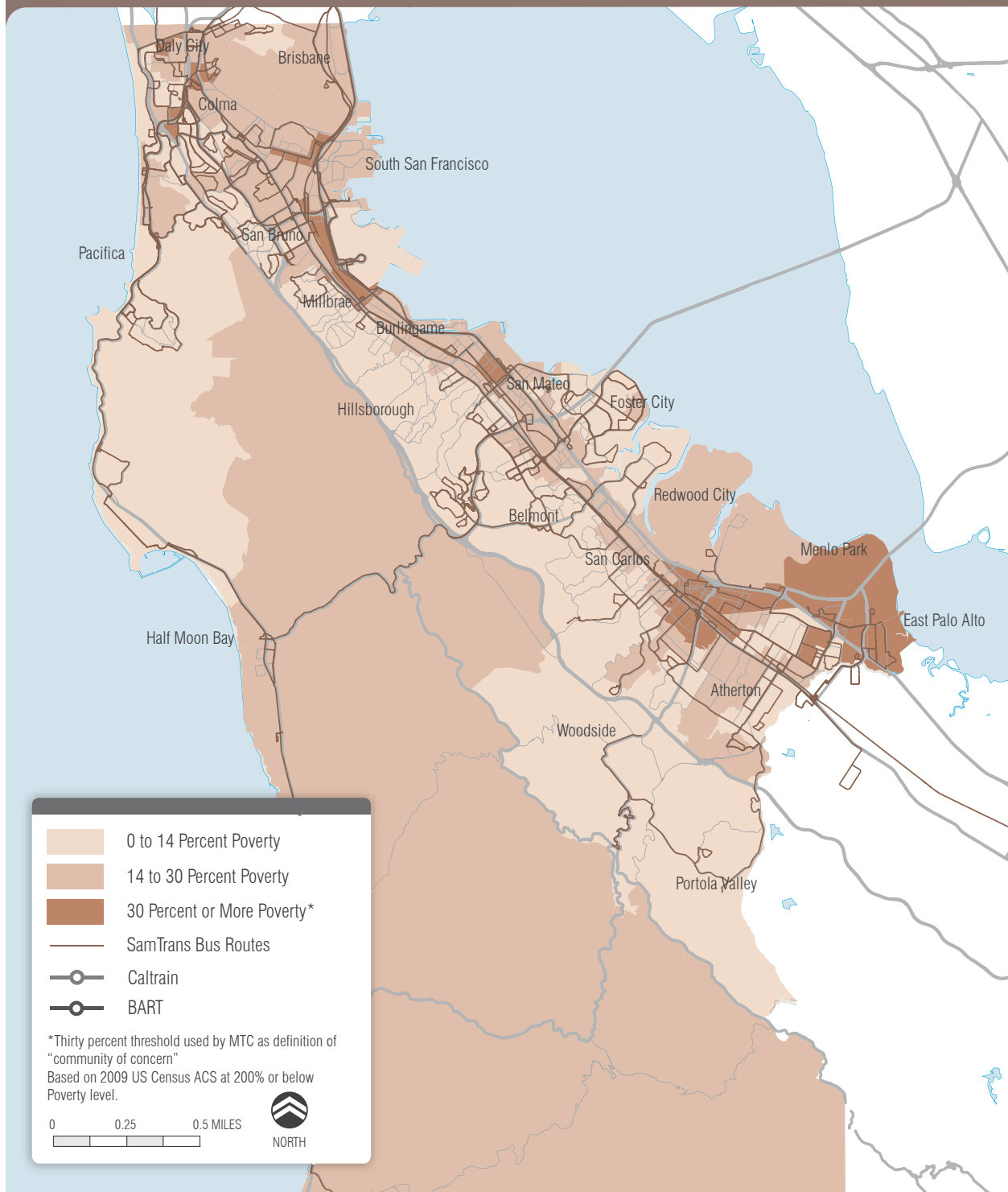


2. National Low-income Housing Coalition. <http://www.nlihc.org/oor/oor2011/>

3. Source: San Mateo County Department of Housing

4. Source: U.S. Census Bureau, 2005-2009 American Community Survey.

Map 2-1 200% Poverty by Census Tract



SUMMARY OF EXISTING PLANS AND PROJECT IMPLEMENTATION STATUS

This section summarizes the current implementation status of existing plans to improve transportation options for the low-income communities in San Mateo County.

There are five plans reviewed in this section:

- 1) San Mateo County Welfare to Work Transportation Planning Project (2001)
- 2) MTC Lifeline Report (2001)
- 3) East Palo Alto Community Based Transportation Plan (2004)
- 4) Bayshore Community-Based Transportation Plan (2009)
- 5) North Central San Mateo Community Based Transportation Plan (2010)

San Mateo County Welfare to Work Transportation Plan (2001)

Plan Description

The purpose of the San Mateo County Welfare to Work Plan is to improve mobility of CalWORKs participants and other low-income individuals to connect them with employment opportunities. The plan was sponsored in 2001 by the Metropolitan Transportation Commission (MTC) and authored by Crain & Associates. The clients were the San Mateo County Human Services Agency (HSA) and the San Mateo County Transit District. The Strategic Oversight Committee (for the Year 2000 Strategic Plan for San Mateo County Human Services) guided the interagency planning process. About 80 stakeholders participated in interviews and focus groups to discuss transportation barriers and suggest potential solutions. In addition, 2,314 CalWORKs participants and Medi-Cal recipients responded to a mail survey, providing a comprehensive transportation profile and definition of transportation needs and preferences.

Through the planning process and survey results, the report identified several top transportation barriers. These barriers include the following:

- Transit is not affordable;
- Low-income persons are unable to afford owning automobiles and the associated expenses;
- Public transit operates infrequently or is inaccessible in certain geographical areas;
- Public transit does not run early or late enough, especially on weekends;
- Children do not have enough transportation options for traveling to/from school and/or day care;
- Low-income individuals are either confused or not fully aware of available transportation options; and
- Current options for transportation in emergency situations are not affordable for low-income individuals.

The report identified strategies to overcome the transportation barriers. The strategies were separated into two types: Tier 1 was top priority and Tier 2 was of lower priority.

The report also identified potential lead agencies and partner agencies for implementation, provided estimates for the first year of project costs, and identified potential funding sources for implementation.

Table 2-3 describes the projects included in the San Mateo County Welfare to Work Plan. Seven of the nine projects in the plan have been implemented and one project has been funded, but not yet implemented. The one project not implemented was due to project feasibility.

Table 2-3: Projects

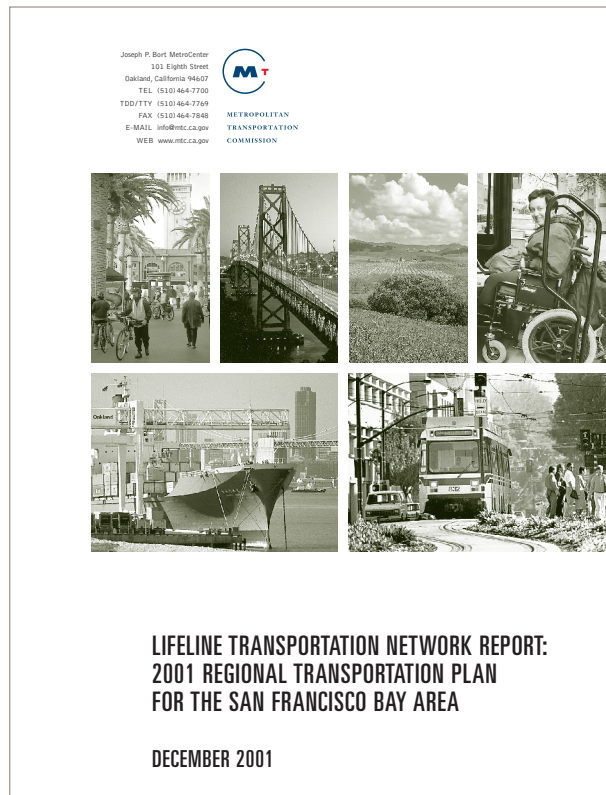
Project Description	Lead Agency	Status	Priority
Mobility manager & improved transportation information Mobility manager will coordinate HSA initiatives related to transportation; Manger will also coordinate development of improved transportation information resources	Human Services Agency	Position hired, but funding ran out. This position is currently vacant and not likely to be reinstated.	Tier 1
Emergency transportation project Provides taxi or rental car vouchers to eligible persons for use in emergency transportation situations	Human Services Agency	Project is ongoing and funded through the MTC Lifeline program.	Tier 1
Improved access to HSA One-Stop Centers Establishes or re-routes peak-hour and mid-day shuttles to serve HSA One-Stop Centers in Belmont and San Carlos	Human Services Agency	Project has not been implemented. Funded by Lifeline program.	Tier 1
Transit fare assistance Provides reduced cost transit passes and/or tokens for 1,100 low-income persons	Human Services Agency; SamTrans	Project implemented. MTC Lifeline funding provided \$220,000 for bus passes and tickets in 2008 to 2010. The project was renewed and received \$200,000 in December 2010. Demand exceeds project budget.	Tier 1
Community transit services Community oriented transit service would link neighborhoods to mainline transit and key destinations; strategy would be initiated in East Palo Alto	City of East Palo Alto; SamTrans; Human Services Agency	Project implemented. Community shuttle projects are running in several cities, including East Palo Alto. The East Palo Alto Community Shuttle goes from destinations in East Palo Alto, such as the Ravenswood Health Clinic and University Village, to the Palo Alto Caltrain Station.	Tier 2
Carpool and vanpool incentives Subsidies for new low-income carpool and vanpool commuters	Human Services Agency; RIDES; Peninsula Congestion Relief Alliance	Project implemented and is ongoing through the Peninsula Congestion Relief Alliance.	Tier 2
Auto repair and insurance grant project Grants to low-income individuals for auto repairs and auto insurance	Family Services Agency; City of East Palo Alto	Project implemented and is ongoing through the Family Services Agency.	Tier 2
Children's transportation project Shuttle service for trips to school and childcare for 200 children of low-income families	Human Services Agency; school districts	Project has not been implemented due to project feasibility. Difficult to carry out projects related to transportation of school children. HSA may not be the appropriate lead agency.	Tier 2
24-hour bus service 24-hour bus service on all or selected SamTrans routes	SamTrans	One route provides 24-hour bus service—397, which provides service from San Francisco to Palo Alto.	Tier 2

MTC Lifeline Transportation Network Report (2001)

Plan Description

The Lifeline Transportation Network Report identifies a regional network of transportation services that provide access to employment, services, and other activities considered essential to daily life for low-income communities. This effort was led by MTC in 2001 and analyzed low-income communities, specifically where the people in those communities needed to go, how well the existing public transportation network serves their needs, and if there are better methods to address any deficiencies. MTC staff met with representatives from transit agencies in each of the nine Bay Area counties to review and confirm findings. They also convened stakeholder meetings to hear directly from the residents of low-income communities, staff from social service agencies, and representatives of advocacy groups.

The Report identifies the Lifeline Transportation Network, communities with the highest concentrations of low-income persons, and provides recommendations for funding and completing community based transportation plans for these areas. However, unlike the other plans discussed in this section, this Report does not identify specific projects. Specific projects related to MTC Lifeline funding are described in the next section.



East Palo Alto Community-Based Transportation Plan (2004)

Plan Description

The purpose of the East Palo Alto Community-Based Transportation Plan is to identify transportation gaps within East Palo Alto and develop strategies to close those gaps. This effort was led by C/CAG in 2004 with Sam-Trans serving as the project team. The planning process was designed to solicit in-depth input from community members and the agencies that serve them. Outreach efforts included workshops, interviews, presentations, a survey (provided in English and Spanish), mailing list, and a telephone hotline. The City of East Palo Alto appointed a Stakeholder Committee consisting of 18 members who reviewed information about community needs, transportation services, and solutions. A Technical Advisory Committee comprised of staff representing the City of East Palo Alto, C/CAG, and MTC was formed to oversee the process. The committee recommended lead agencies for implementation, estimated project costs, identified potential funding sources, and identified possible planning and implementation partners. For transportation improvement projects eligible for JARC funding, they explored potential funding scenarios as to how much JARC funding could cover the total costs of the program.

Community and stakeholder agency input resulted in 13 recommended strategies. The strategies included topics and concepts such as increasing community transit services with local shuttles, providing transit transfer sites, improving scheduling and connectivity of transit, extending certain routes and service hours, and providing a transit center.

The plan's projects are presented in Table 2-4. Four projects have been implemented since the completion of the plan, one has been funded but not yet implemented, and eight have not yet been implemented.

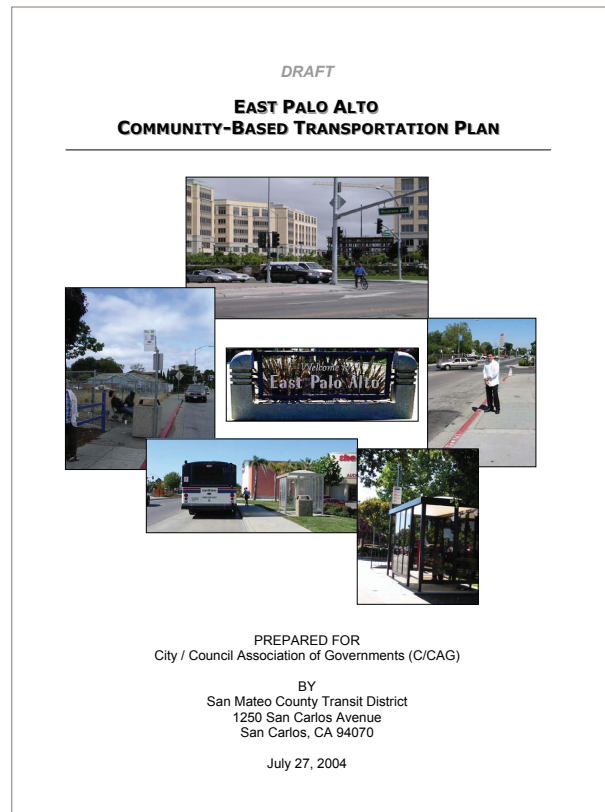


Table 2-4: East Palo Alto CBTP Projects

Project Description	Lead Agency	Status	Priority
Improve Transit Scheduling and Connectivity. A comprehensive transit study would be conducted to improve the spatial (having buses and shuttles stop at same location) and temporal (e.g. timed transfers) connectivity of shuttles and fixed route transit and improve dissemination of transit information	SamTrans	SamTrans is currently conducting the SamTrans Service Plan (SSP) which is an in-depth study of the current bus routes. The SSP looks to understand existing bus service strengths, assess service efficiency, and identify areas of improvement.	Short-term
Subsidize Monthly Transit Passes for Low Income Riders. Subsidizing monthly SamTrans passes would make transit more affordable for low income residents and increase their mobility. Subsidized passes could be made available at pass vendor outlets or through the Human Services Agency to individuals furnishing proof of low income status	Human Services Agency	Project currently being implemented countywide, see "Transit Fare Assistance" implemented as part of the Welfare to Work Plan.	Short-term
Provide Demand Response Service. Demand response service, especially at night, could provide more direct service and increase safety by reducing the need to walk long distances to a bus stop or providing a ride directly to a destination	East Palo Alto	Project implemented through nighttime shuttle service	Short-term
Provide More Bus Pass Vendor Outlets. Additional bus pass vendor outlets would increase the convenience of purchasing monthly passes for frequent riders, thereby reducing their transit costs	SamTrans	Project implemented. Additional pass vendor outlets are now available.	Short-term
Provide a City TSM Coordinator. A Transportation Systems Management Coordinator would administer, promote and coordinate various transportation programs and services to benefit East Palo Alto residents, employers, and local workers	East Palo Alto	TSM coordinator position funded but not hired.	Short-term
Enhanced Transit Information in Spanish. This project would pay for translating and printing all the schedules for bus and shuttle routes that serve East Palo Alto. It would also pay for a translator for one public meeting per year	SamTrans	Not implemented.	Short-term
Implement a TOD Program. A Transit Oriented Development (TOD) Program would encourage the adoption of policies to favor new and redevelopment projects that integrate transportation and land use and encourage residents and employers to walk, bike and take transit	East Palo Alto	The Downtown Plan provides guidance for TOD.	Short-term
Relocate School Bus Stops. Existing school bus stops on major thoroughfares would be assessed to determine if shifting stops to lower-volume side streets would create a safer environment for school children	Ravenswood Unified School District	Not implemented.	Short-term
Provide Community Shuttle Service at Night. A nighttime shuttle service would augment existing community shuttles and fixed route transit with service from 10 PM to 6 AM	East Palo Alto	Project implemented through nighttime shuttle service	Short-term
Provide Transit Transfer Sites. Providing shelters and enhancing the amenities and information at four bus stops where transfers frequently occur will improve the passenger experience and safety	East Palo Alto; SamTrans	Not implemented.	Medium-term
Increase Frequency of Fixed Route Transit. Increasing the frequency of fixed route transit service would make travel easier to primary destinations. Increasing frequency from 30 to 20 minutes in the peak would require an additional bus plus operating costs; increasing frequency on weekday evenings from 60 to 30 minutes would require purchase of a bus.	East Palo Alto; SamTrans	Not Implemented.	Medium-term
Extend SamTrans Routes 297/397 into Neighborhoods or Extend Hours of Route 296. Extend routes 297 and 397 into East Palo Alto neighborhoods, similar to route 296.	SamTrans	Not Implemented.	Medium-term
Provide a Transit Center in East Palo Alto. To construct shelters with lighting, seating, real-time information, closed-circuit television cameras, driveway, concrete pads, parking spaces	East Palo Alto	Not Implemented.	Long-term

Note: "Short-term" = less than two years to implement, "Medium-term" = 2-5 years to implement, "Long-term" = more than five years to implement

Bayshore Community Based Transportation Plan (2009)

Plan Description

The purpose of the Bayshore Community Based Transportation Plan is to identify transportation gaps within the Bayshore neighborhood in Daly City and recommend solutions. This planning effort was headed by C/CAG in 2008 with SamTrans as the project team. The planning process had a strong emphasis on community participation. Outreach efforts included interviews, presentations, a survey (provided in English, Spanish and Chinese), mailing list, and telephone hotline. Daly City appointed a Stakeholder Committee consisting of 17 active members who reviewed information about the needs of the community, existing transportation services available to them, and identified solutions. In addition, a Technical Advisory Committee was formed to oversee the planning process. Members included staff representing Daly City, San Mateo County Human Services Agency, C/CAG, MTC, Muni and SamTrans.

The CBTP recommends lead agencies for implementation, estimated project costs, general timeframe, and identified funding sources. The evaluation criteria against which the potential strategies were evaluated were based on impacts to the community and transportation network and project logistics such as financial or implementation concerns. Projects were prioritized based on the evaluation criteria into short-term, mid-term and long-term categories.

The stated transportation needs and corresponding strategies included three categories: access to transit and community facilities within the project area; access to places outside the project area; and information and cost. Table 2-5 presents the recommended projects and describes their implementation status. One project has been implemented, two have been funded and not yet implemented, and 11 have not been implemented.

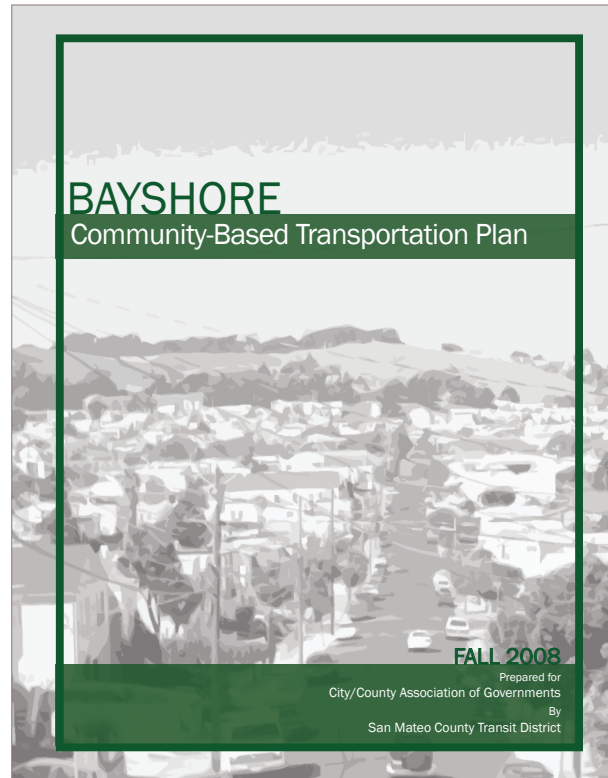


Table 2-5: Bayshore CBTP Projects

Project/Program Description	Lead Agency	Status	Priority
Provide Circulator Shuttle Service Provide shuttle service that serves the Bayshore neighborhood, SamTrans and Muni bus stops, BART and Daly City. Service would operate for 10 hours on weekdays and 6 hours on weekends	SamTrans; City of Daly City	Project has been funded by C/CAG and the San Mateo County Transportation Authority and is scheduled to begin in 2011	Short-term
Provide Discounted Taxi Rides to Medical Facilities Provide discounts to low-income residents for taxi rides to medical facilities from the Bayshore neighborhood	City of Daly City	Not implemented.	Short-term
Subsidize School Bus Service Procure funding to subsidize the existing school bus service provided by the Jefferson School District that transports students from the Bayshore neighborhood to high school	Jefferson School District	Not implemented.	Short-term
Provide Shuttle Service to Kaiser Medical Offices Provide shuttle service that connects Kaiser Medical Facilities in South San Francisco and Daly City with BART	Kaiser Permanente	Not implemented.	Mid-term
Provide Fixed-Route Transit Service Extend SamTrans Route 121 to serve the Bayshore neighborhood	SamTrans	Not implemented.	Long-term
Improve Transit Stops – SamTrans Improve the SamTrans bus stop at Bayshore Blvd and Geneva Ave by adding a shelter and other amenities	SamTrans, City of Daly City, City of Brisbane	Funded by Lifeline. In process.	Short/Mid-term
Improve Transit Stops – Muni Improve two Muni bus stops (Santos Street and Geneva Avenue and the inbound stop at Rio Verde Street and Geneva Avenue) by adding a shelter and other amenities	SFMTA, City of Daly City, City of San Francisco	Not implemented.	Short/Mid-term
Enhance Pedestrian Safety Provide sidewalks on four sections of Bayshore Blvd and Main Street to provide easier and safer access to SamTrans bus stops from the Bayshore neighborhood. Install pedestrian-scale lighting throughout the neighborhood	City of Daly City, City of Brisbane	Not Implemented.	Mid-term
Improve Bicycle Infrastructure Provide bicycle lanes on Geneva Avenue to Bayshore Blvd and provide bicycle racks at nearby transit stops	City of Daly City	Not Implemented. Improvements included in the City's Bicycle Master Plan	Short/Mid-term
Improve Taxi Service Information Provide information on available taxi services for Bayshore residents	City of Daly City	Not Implemented.	Short-term
Increase Public Awareness about Transportation Options Provide information about the various public transportation options available to Bayshore residents. Create a specially tailored map of transportation options	SamTrans, SFMTA	Not Implemented.	Short-term
Provide Transit Information in Different Languages Translate the SamTrans How to Ride Guide, Bus System Map, and Transit Information Guide into Chinese and distribute to the Bayshore area upon request	SamTrans, SFMTA	Not Implemented.	Short/Mid-term
Improve Affordability of Transfers between Transit Systems Develop a mechanism for providing discounted transfers between SamTrans and Muni at stops near the project area border with San Francisco	SamTrans, SFMTA	Not Implemented.	Mid-term
Subsidize Monthly Transit Passes for Low Income Riders Subsidizing monthly SamTrans passes would make transit more affordable for low income residents and increase their mobility. Subsidized passes could be made available at pass vendor outlets or through the Human Services Agency to individuals furnishing proof of low income status	City of Daly City, Human Services Agency, SamTrans	Project currently being implemented county-wide, see "Transit Fare Assistance" implemented as part of the Welfare to Work Plan.	Short/Mid-term

"Short-term" = less than two years to implement, "Mid-term" = 2-5 years to implement, "Long-term" = more than five years to implement

North Central San Mateo Community Based Transportation Plan (2010)

Plan Description

The purpose of the North Central San Mateo Community Based Transportation Plan is to identify transportation gaps within North Central San Mateo and develop strategies to close those gaps. This was an effort headed by C/CAG in 2010 with SamTrans as the project team. The planning process was a collaborative effort involving community and stakeholder involvement at every stage of the process. Outreach efforts included public service announcements and press releases, interviews, presentations, surveys, a project website, and a telephone hotline. The City of San Mateo appointed a Stakeholder Committee who reviewed information about the needs of the community, existing transportation services, and identified solutions. In addition, a Technical Advisory Committee comprised of staff representing the City of San Mateo, the San Mateo County Human Services Agency (HSA), C/CAG, MTC, and SamTrans was formed to oversee the process. The committee recommended lead agencies for implementation, estimated timeframes, and identified potential funding sources and possible planning and implementation partners.

Community and stakeholder agency input resulted in 10 recommended strategies which are organized into three categories: access to places outside the project area, access to transit and community facilities within the project area, and information and cost. The strategies included topics such as improving existing school bus service, improving bicycle and pedestrian amenities, and increasing public access to information about transportation options.

Projects and Actions

The North Central San Mateo CBTP was completed February 2011. At this time, two projects have been implemented and eight have not (see Table 2-6).

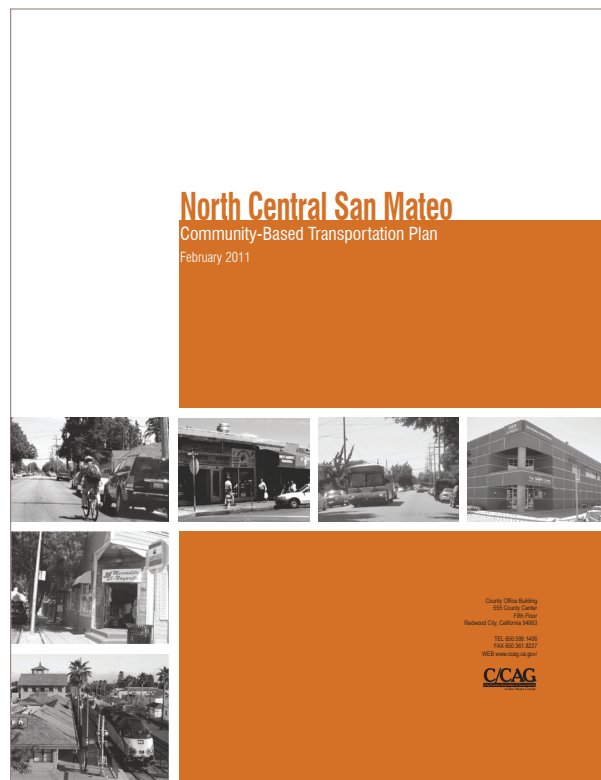


Table 2-6: North Central San Mateo CBTP Projects

Project Description	Lead Agency	Status	Priority
Improve Existing School Bus Service. Existing school bus service could be adjusted to better serve the residents of North Central San Mateo. The San Mateo-Foster City School District is currently looking at streamlining and modifying the bus routes, and potentially creating more of a shuttle-style system than the current system. School start times may also be adjusted in order to reach a maximum bus pick up and drop off of students.	San Mateo - Foster City School District	Not implemented.	0 to 2 years
Augment Existing Transportation Service to Better Serve Key Destinations. Existing transit services could be adjusted to better service key destinations identified as difficult to access by residents of the project area.	SamTrans	Implemented. In October 2011 SamTrans added stops to Route 250 and extended the route to serve El Camino Real.	0 to 2 years
Increase Frequency of Existing Transit Service. Increasing the frequency of selected bus routes that serve the North Central San Mateo neighborhood would provide residents with more convenient service to their common destinations.	SamTrans	Not implemented.	2 to 4 years
Reinstate the San Mateo Medical Center Shuttle. 1. Work with the San Mateo Medical Center to reinstate their demand-response shuttle service that previously brought patients from throughout the County to the Medical Center. 2. Kaiser Hospital in Redwood City and Stanford Hospital in Palo Alto currently provide shuttle service from Sequoia Caltrain Station and Palo Alto Caltrain Station, respectively. The reroute of SamTrans route 250 (as described in Strategy #2) would connect the project area with El Camino Real bus service, which connects to the Caltrain stations served by the Kaiser and Stanford shuttles.	San Mateo Medical Center	Not implemented.	0 to 2 years
Establish Local Safe Routes to School Program. This strategy encourages the San Mateo-Foster City School District to apply for SR2S funding from C/CAG when it becomes available for projects contained in the toolkit that meet the needs of school-aged children living in the project area.	San Mateo County Office of Education	Not implemented.	0 to 2 years
Improve Transit Stop Amenities. Improvements to transit stops could include shelters, lighting, benches or Simme-Seats (pole with seats), trash receptacles, newspaper racks, bicycle racks, and public phones. Posted information about transit and other transportation services could be expanded and also provided in Spanish. Information could include displays, information boards, pole schedule displays, and schedules within bus shelters. Simme-Seats could provide an alternative for seating at transit stops.	SamTrans, City of San Mateo	Funded. Not yet implemented.	0 to 2 years
Improve Pedestrian Amenities. Pedestrian safety could be enhanced through the implementation of key pedestrian improvements needed in the project area. The problems have been divided into five types: 1. Garbage Issues; 2. Loitering; 3. Poor Lighting; 4. Traffic Issues; and 5. Pedestrian Safety.	City of San Mateo	Not implemented.	2 to 4 years
Improve Bicycle Amenities. The project would improve the existing bicycle facilities in the project area. Bicycle racks would be added at main bus stops and stations.	City of San Mateo	Not implemented.	2 to 4 years
Improve Affordability of Public Transit for Low-income Users. Expand the HSA discounted pass project, utilize the Clipper Card system, and create a day pass.	HSA, SamTrans	Project currently being implemented county-wide, see "Transit Fare Assistance" implemented as part of the Welfare to Work Plan. SamTrans implemented a Day Pass on January 1, 2012.	2 to 4 years
Increase Public Access to Information about Transportation Options. Establish a transportation information center, create a specialized map, offer Google Translate; offer transit routes on Google Maps, text the bus stop ID system, add a new pass sales outlet and create a program to teach residents how to take public transit.	SamTrans, Clipper/Cubic	Not implemented.	0 to 2 years

PROJECT IMPLEMENTATION ASSESSMENT

This section examines the process of developing, administering, and funding program projects. For projects that have not been implemented or are not in the process of being implemented, Wilbur Smith engaged in discussion with District staff and other implementing agencies to assess the barriers and conditions that prevented implementation.

Barriers to implementation

Our assessment of projects and programs developed to address the transportation needs of low-income residents in San Mateo County shows several barriers to implementation that include:

- Lack of appropriate sustainable and stable funding sources
- The absence of a process to promote implementation of projects
- Projects that require unusual, complex, or difficult partnerships
- Projects that require administrative resources that potential sponsoring agencies do not have

Limited funding is one barrier to implementation of the transportation projects and programs recommended in the various plans. Funding is not sustainable over the long term. The loss of STA funding to the State has limited MTC's Lifeline Program funds for operating projects and programs, which is critical for many service-oriented projects. Most of the identified projects cannot generate income and are not self-sustaining. For example, a Family Services Agency volunteer driver program was terminated when it could not renew sufficient funding to sustain operations.

Another barrier is the absence of an advocate(s) in the County to encourage the implementation of identified projects. Many recommended proj-

ects require the participation and/or support of more than one entity and there is no identified governing body or agency with authority to fulfill this role. Transit agencies are required to consider the recommendations from MTC's Community Based Transportation Plans in the preparation of their Short Range Transit Plans; however other recommended projects are under the purview of cities, other public agencies such as school districts, social service organizations, or private/nonprofit entities such as hospitals.

Often projects require unusual partnerships for implementation. Many of those partnerships may be difficult to establish for agencies short on time, staff, and resources. An example of this is the Bayshore bus stop improvement project. The Bayshore bus stop is located in Brisbane but serves the community in Daly City. In order to implement the project Daly City had to agree to sponsor the project and provide community outreach. The City of Brisbane agreed to manage, design, and construct the project. Both cities contributed to the funding match requirements. In addition SamTrans agreed to maintain the shelter and the City of Brisbane convinced a nearby restaurant that the project scope would not adversely affect the business.

The lack of administrative resources is another reason for not implementing projects. Both large and small projects require minimum levels of administration to comply with funding guidelines and reporting requirements. Under the current economic circumstances many government agencies cannot free up the staff time required to administer the project.

MTC Lifeline Program Funding (2006/2009)

Plan Description

The Lifeline program has funded a variety of projects throughout the region based on locally prioritized needs. There have been two funding cycles for the Lifeline program: one in 2006 and one in 2009. The first funding cycle was established in 2006 and funded 39 projects in the Bay Area; the second funding cycle in 2009 funded an additional 75 projects. Projects throughout the Bay Area funded through the Lifeline program include fixed route transit, deviating-route shuttles, pedestrian safety improvements, taxi vouchers, demand-response programs, auto loan programs, and others. MTC Lifeline Transportation Network projects in San Mateo County are presented in Table 2-7.

Table 2-7: Projects and Programs

Project/Program Description	Lead Agency	Status	Planning Document Where Need is Identified
Ways to Work Loan Program. Provide low-interest loans to help families with the purchase of a reliable, safe automobile to get to work on time, repairs for their automobile; or car insurance	San Mateo County; Family Service Agency	Implemented using MTC Cycle 1 Lifeline funds. Project completed and closed February 2010.	San Mateo County Welfare to Work Transportation Planning Project
Public Transportation Workshops. Develop a curriculum and present workshops to train low-income Spanish and English speaking individuals to effectively use public transportation	City of South San Francisco	Implemented using MTC Cycle 1 Lifeline funds. Project completed and closed August 2010.	Multiple Plans
Transportation Assistance Program Purchase monthly bus passes and provide emergency taxi vouchers to low-income families and individuals (including youth and seniors)	San Mateo County HSA	Project is implemented. MTC Cycle 1 Lifeline funding provided \$220,000 for bus passes and tickets in 2008 to 2010. The project was renewed and received \$200,000 from Cycle 2, Tier 2 in December 2010. Demand exceeds project budget. Funding is expected to sustain the project until ~FY 2012/13.	San Mateo County Welfare to Work Transportation Planning Project
San Mateo Medical Center Bus. Purchase of a small bus, for both transporting older adults from their homes to the San Mateo Medical Center for medical and dental appointments	San Mateo Medical Center	Project is implemented. MTC Cycle 1 Lifeline funding provided \$111,000 for bus purchase and operations 2008 to 2010. The project scope was modified from providing medical service transportation to dental school only transportation. Operation funds expected to be exhausted in 2011.	--
Transportation Mobility Solutions. Provide enhanced and viable transportation mobility solutions for the low-income, elderly, and disabled population of the San Mateo County Coastside area	SamTrans	Project is implemented. MTC Cycle 1 Lifeline funding provided \$250,000 for operations 2008 to 2010. The project scope was modified to enhance operations of SamTrans Route 17; \$431,657 Cycle 2 funds added for operation funds for funding from 2010-2013.	Multiple Plans
Fair Oaks Community Shuttle. Implement a pilot shuttle service to connect residents with necessary services	City of Redwood City	Project is implemented. MTC Cycle 1 Lifeline funding provided \$129,488 for operations 2006 to 2008. The project contract was given an extension until Aug 2011 when funding is expected be exhausted.	--
East Palo Alto (EPA) Youth Shuttle, Mobility Manager, Bus Shelters, Shuttle Operations. This project contains 4 elements - (1) Maintain East Palo Alto Youth Shuttle (2) Maintain funding for EPA Mobility Manager (3) Improve up to 4 EPA bus stop shelters, benches and amenities (4) Plan for shuttle operations for the Dumbarton Rail station area plan	City of East Palo Alto	MTC Cycle 2 Lifeline funding provided \$499,759 for operations 2009 to 2011. The fund passthrough contract was executed in February 2011. Not implemented yet.	East Palo Alto Community-Based Transportation Plan
Bayshore Shuttle Service. Implement a free circulator shuttle service connecting Daly City's Bayshore neighborhood with transit and essential destinations in western Daly City. The shuttle will operate 10 hours on weekdays, expanding in the second year to add 6 hours of service on weekends	Daly City	MTC Cycle 2 Lifeline funding provided \$481,014 for operations 2009 to 2011. The fund passthrough contract was executed in February 2011. Not implemented yet.	Bayshore Community-Based Transportation Plan
Route 280. Maintain Route 280, which serves CalWorks clusters and essential destinations for the residents of East Palo Alto	SamTrans	Implemented using \$447,146 in MTC Cycle 2 Lifeline funds. Project estimated to exhaust funds in 2012.	--
Route 17. Maintain Route 17, which serves the Half Moon Bay area, to add service during the peak commute period, new Sunday service and extended evening hours	SamTrans	Implemented using \$431,657 in MTC Cycle 2 Lifeline funds. Project estimated to exhaust funds in 2012.	--

Project/Program Description	Lead Agency	Status	Planning Document Where Need is Identified
Van purchase and operations for shelter resident transportation. Purchase van and provide on-demand service for residents of four homeless shelters in San Mateo County	Shelter Network	Implemented using \$100,250 in MTC Cycle 2 Lifeline funds. Van Purchased. Operations estimated to exhaust funds in 2012.	Multiple Plans
Fixed-Route 17 Bus Procurement. Bus purchase for Route 17	SamTrans	Implemented using \$900,000 in MTC Cycle 2 Lifeline funds. Purchase of 3 buses.	--
Senior Service bus/van purchase. Purchase of a replacement, 20 passenger wheel chair accessible bus to transport seniors (majority are low-income) and disabled adults to/from the Senior Center, for local out- ing, shopping trips and medical appointments	Pacifica	MTC Cycle 2 Lifeline funding provided \$56,221. The fund passthrough contract was executed. Not implemented yet.	--
Belle Air Parking Lot modification. Curve correction and street elevation adjustments to accommodate public transit bus service near Belle Air Elementary School. Additional improvements include parking lot reconfiguration, sign installations, striping, sidewalk installation, driveway improvements, curb ramps, and bus shelters to accommodate pedestrians	San Bruno	MTC Cycle 2 Lifeline funding provided \$151,251. The fund pass through contract was executed. Not implemented yet.	--
Senior shuttle bus. Purchase of a replacement 20 passenger wheelchair accessible bus to improve low-income elderly transportation to the Senior Center. This bus will also be used to provide low-income children transportation to the Recreation Center	San Bruno	MTC Cycle 2 Lifeline funding provided \$100,000. The fund pass through contract was executed. Not implemented yet.	--
Sidewalks, solar bus shelters, curb ramps. The project involves the installation of wider sidewalk, solar power lighted bus shelters and accessible curb ramps adjacent to and leading to SamTrans bus stops in the City of San Bruno. The project intends to improve access for people with disabilities and improve safety and the physical environment at bus stops	San Bruno	MTC Cycle 2 Lifeline funding provided \$201,600. The fund pass through contract was executed. Not implemented yet.	Multiple Plans
Countywide Low-income Bus Tickets. Provide bus tokens, bus tickets and bus passes for low-income families, and individuals participating in self-sufficiency and family strengthening activities	San Mateo County HSA	Project is implemented. MTC Cycle 1 Lifeline funding provided \$220,000 for bus passes and tickets in 2008 to 2010. The project was renewed and received \$200,000 from Cycle 2, Tier 2 in December 2010. Demand exceeds project budget. Funding is expected to sustain the project until ~FY 2012/13.	San Mateo County Welfare to Work Transportation Planning Project
Transportation for Low Income Seniors TRIPS. Continue the Transportation Reimbursement Independence Program (TRIP), providing mileage reimbursement to volunteer drivers transporting low-income seniors	Family Service Agency of San Mateo	Project implemented using \$250,000 MTC Cycle 1 Lifeline funds with additional partial funding (\$100,000) provided under Cycle 2, Tier 2. Project discontinued in June 2010 due to insufficient funding level.	--
Bayshore Bus Stop Improvements. Provide a new bus shelter and access improvements for the Sam-Trans southbound bus stop on Bayshore Boulevard, just south of Geneva Avenue	Daly City	MTC Cycle 2 Lifeline funding provided \$181,181. The fund pass through contract was executed. Not implemented yet.	Bayshore Community- Based Transportation Plan
Bus Stop Improvements in Communities of Concern. Provide for the improvement of bus stops in select locations throughout communities of concern	SamTrans	MTC Cycle 2 Lifeline funding provided \$196,867. The fund pass through contract was executed. Not implemented yet.	Multiple Plans

TRANSIT SERVICES AND PROGRAMS

Transit Providers

This section summarizes the current transit services and discounts available to low-income populations in San Mateo County. Transit service within the County is provided by the San Mateo County Transit District (SamTrans), Caltrain Peninsula Rail Service, and the Bay Area Rapid Transit District (BART). In the year 2010, SamTrans accounted for half of total transit trips in the County (see Table 2-8).

Table 2-8: Transit Market Share in 2010 Total Trips

Provider	2010
SamTrans	55%
Caltrain	14%
BART	31%

Source: SamTrans; Caltrain Annual Passenger Counts (February 2010); BART Average Weekday Boardings (February 2010), includes Daly City, Colma, San Bruno, South San Francisco, San Francisco Airport, and Millbrae stations.

SamTrans

Service Coverage

SamTrans provides local and express bus service within San Mateo County, and feeder service to Caltrain and BART stations. Service extends bayside from Daly City to East Palo Alto, coastside from Pescadero up to Pacifica, north into parts of San Francisco and south to Palo Alto in Santa Clara County. The District also operates Redi-Wheels paratransit service for persons with disabilities, and manages shuttle services. Shuttle services include nine employment shuttles in San Mateo County that travel to and from BART stations, as well as two community shuttles which travel from residential areas to retail and recreation destinations.

The current fixed-route bus system consists of 48 routes, with one route providing express service, 17 routes providing community circulator service and 30 routes connecting to the BART and/or Caltrain systems. The local routes connect activity centers on the Peninsula, such as

business districts, shopping centers, hospitals, schools, and rail transit stations. Recently, in response to the decreased funding, the SamTrams Board adopted a 7.5 percent reduction in fixed-bus route service and cuts to administration. The service reduction eliminated six routes and modified service frequency in other routes. There was extensive public input and outreach involved in the selection of service reductions. Although service reduction was necessary, the span of service is maintained and routes that are essential for night-shift workers, youth, elderly and disabled has remained. The new service coverage is consistent with the District's Strategic Plan and Guiding Principles, specifically "to sustain basic mobility service for transit dependent and low-income persons." The proposal is also consistent with the requirements of the Civil Rights Act of 1964, Title VI, which prohibits discrimination in the delivery of service to persons protected by the provisions of the act. Staff has completed a Title VI analysis and has concluded that the proposed service changes comply with the regulation.

SamTrans recently was awarded a Lifeline Transportation grant from MTC to maintain route 280, which serves CalWorks clusters and essential destinations for the residents of East Palo Alto.

Fare

Discounted rates are available for seniors, persons with disabilities, Medicare cardholders and youth. One child (age 4 and younger) can ride free with each adult, senior or adult-disabled farepaying passenger.

SamTrans Rider Statistics

In 2009 SamTrans riders were surveyed with questions related to their experience on transit, access to and from transit, and demographic characteristics. The following is a synopsis of finding from the survey:

- 71 percent of SamTrans riders use SamTrans 5 or more days per week
- 26 percent of riders own or have access to a car
- Walking is the primary mode in getting to and from SamTrans
- 59 percent of riders stated that they would like to receive SamTrans information on the bus, 36 percent of riders would like to get information at bus stops, 15 percent would like to get information from SamTrans customer service, and 18 percent prefer to get information from the SamTrans website
- 15 percent of SamTrans respondents indicate that English is not spoken well or not spoken at all in their household
- 41 percent of riders make less than \$25,000/year. The mean income of respondents was \$36,600/year

Caltrain

Service Coverage

Caltrain provides long distance commuter service through San Mateo County from San Francisco to Gilroy. There are 32 stations with 11 stations in San Mateo County. The current schedule includes 96 weekday, 32 Saturday and 28 Sunday trains. Caltrain has direct connections with major transit operators along its route, including the San Francisco Municipal Railway (Muni), BART, Santa Clara Valley Transportation Authority (VTA), Altamont Corridor Express (ACE), and Amtrak's Capital Corridor and Coast Starlight. Caltrain also has a shuttle program to carry employees directly to nearby office or industrial employment cen-

ters. There are currently 30 Caltrain-sponsored shuttles serving Caltrain stations.

Fare

Caltrain offers one-way tickets, day passes, 10-ride tickets, monthly passes and the Go Pass. Rates for seniors, persons with disabilities, Medicare cardholders and youth are 50 percent of the standard rate for all ticket types except the Go Pass. Also, a two-zone monthly Caltrain pass is good for unlimited local transit service on SamTrans and VTA routes.

BART

Service Coverage

BART operates five lines in four counties: San Francisco, Alameda, Contra Costa, and San Mateo Counties. BART can be considered a hybrid metro-commuter system, functioning as a metrorail system in the central business districts of San Francisco, Oakland, and Berkeley, and as commuter rail in the region's suburban areas. All lines except for the Richmond-Fremont line terminate at Daly City. The Pittsburg/Bay Point – SFO/Millbrae and the Richmond – Daly City/Millbrae lines offer extended service to San Francisco International Airport and Millbrae, providing an additional six stations in San Mateo County: Daly City, Colma, South San Francisco, San Bruno, San Francisco International Airport, and Millbrae.

Fare

BART riders pay for each ride they take and a surcharge is added for trips traveling through the Transbay Tube, to San Francisco International Airport, or through San Mateo County, which is not a BART member. A 6.25 percent discount is provided when "high value tickets" are purchased with fare values of \$48 and \$64, for prices of \$45 and \$60 respectively. A 62.5 percent discount is provided to seniors, the disabled, and children age 5 to 12. Middle and high school students 13 to 18 may obtain a 50

percent discount if their school participates in the BART program. Also, employees at San Francisco International Airport are not charged the Airport surcharge.

Lifeline Routes

Nearly half (43%) of all transit routes operated by 19 transit operators within the Bay Area are identified as Lifeline routes by the 2001 Lifeline Transportation Network Report. These routes are considered critical to meeting the needs of low income communities because they:

- Provide direct service to a neighborhood with high concentration of CalWORKs households--36% of all region's transit routes directly serve low income neighborhoods
- Provide service directly to areas with high concentrations of essential destinations
- Provide core trunkline service as identified by the transit operator
- Provide a key regional link

Eight of the 19 operators have over 50% of their routes defined as Lifeline routes. This includes Fairfield-Suisun City, MUNI, Napa VINE, Tri-Delta Transit, Vallejo Transit, WestCAT, BART and Caltrain. However, the operators with the greatest number of Lifeline routes serving CalWORKs neighborhoods are AC Transit (64 routes) and MUNI (43 routes).⁵

Within San Mateo County, SamTrans, VTA, Bart, and Caltrain all operate Lifeline routes. The routes are concentrated in parts of Daly City, South San Francisco, Menlo Park, and East Palo Alto. SamTrans operates 12 Lifeline routes. Three of these routes serve the county's highest concentration of low income populations in East Palo Alto. Furthermore, many local SamTrans routes provide connections between

Caltrain stations and low-income communities. VTA operates one Lifeline route (Route 22) in San Mateo County, which provides a regional connection between Menlo Park and San Jose. BART is considered a key regional link connecting low-income transit-dependent populations to employment throughout the region. BART routes directly serve Downtown San Francisco and also provide connections to the East Bay. Caltrain is also considered a key regional link north to San Francisco and south to San Jose.

Other Transit Programs and Services

Within San Mateo County there are several transportation/ transit related services run by cities, SamTrans, or other government agencies. These include fare assistance programs, van pools, and taxi vouchers, among others.

HSA Programs

The Human Service Agency (HSA) in San Mateo County currently provides a limited number of SamTrans bus tickets and monthly passes to low-income individuals. This service is currently funded under the MTC Lifeline Program (FY 2009-2011).

Community Shuttles

Community shuttles provide useful linkages to regional transit, employment centers, and neighborhoods and are often provided by employers or by cities. There are eight community shuttles⁶ throughout the region, including:

- Bayshore/Brisbane Shuttle
- Burlingame Trolley
- Foster City Connections (Blue Line) Shuttle
- Foster City Senior Express Shuttle
- Redwood City Climate Best Express Shuttle
- Menlo Park Shopper's Shuttle
- East Palo Alto Senior Shuttle

5. Metropolitan Transportation Commission. *Lifeline Transportation Network Report: 2001 Regional Transportation Plan for the San Francisco Bay Area*. December 2001.

6. "San Mateo County Shuttle Inventory and Analysis." *San Mateo County Transit Authority (SMCTA)*, 2010.

- South San Francisco Downtown Dasher

Funding for community shuttles comes from a variety of sources, usually the city in which they operate and C/CAG.

Within the County there are 33 other shuttles serving commuters accessing employment centers and regional transit services (BART and Caltrain).

Other Programs

- Shelter Network received funding from the MTC Lifeline Program (FY 2009-2011) to purchase a van to provide on-demand service for residents of four homeless shelters in San Mateo County.
- Peninsula Family Service runs the Ways to Work Family Loan Program which assists needy families in obtaining auto loans.

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3

COMMUNITY OUTREACH SUMMARY

INTRODUCTION

The basis of the Countywide Transportation Plan for Low-income Populations is the input and support of the community and stakeholder agencies. Project staff partnered to involve residents, community-based organizations (CBOs), and agencies serving San Mateo County to explore and develop viable strategies to increase the affordability and accessibility of transportation options for residents living below the sustainable standard. This chapter contains an explanation of the community outreach process and a summary of the outreach findings.

OUTREACH STRATEGIES

Community outreach was conducted from March to July 2011. Based upon input from the Project Oversight Committee and Steering Committee, outreach strategies were designed to solicit input from the broad range of residents and stakeholders in San Mateo County and to identify transportation needs and potential solutions. Objectives of the community outreach include:

- Maximize one-on-one contact with residents, organizations and other stakeholders;

- Gain a more thorough understanding of the community's transportation needs and service gaps; and
- Learn about potential transportation solutions and available resources.

Strategies presented in this section include: the resident travel survey, transportation solutions workshops, interviews with community-based organizations, presentations to CBOs, a project website, and hotline.

Resident Survey

In order to effectively reach low-income populations in the County, surveys were distributed to seven Human Services Agency (HSA) regional offices and the eight Core Services Agencies, as well as additional organizations and programs. Survey respondents were questioned about the type of trips that are most difficult for them to complete and were asked to identify their most important transportation needs. The survey also included general questions about home location, age, car ownership, travel mode, and travel issues. The printed survey was provided in English, Spanish, Chinese, and Tagalog. The survey was also available to be taken online in English and over the phone in all four languages.

To incentivize filling out the survey, respondents were entered to win a \$100 Visa gift card. The survey also offered the respondent an opportunity to express interest in attending one of the Transportation Solutions Workshops.

More than 4,000 printed surveys were distributed to various agencies and organizations (see Map 3-1). SamTrans received a total of 155—almost a 4% return rate. Of these returned surveys, 140 (90%) were in English and six were in Spanish, three in Chinese, and five in Tagalog.

A sample of the survey and detailed results are provided in Appendix B. Printed surveys were distributed to the following locations, as shown in Map 3-1:

- Coastside Hope
- Daly City Community Service Center
- El Concilio Emergency Services Partnership
- Fair Oaks Community Center
- HICAP Counselors
- HLC Community Builders
- HSA - Belmont
- HSA - Daly City
- HSA - EPA
- HSA - RWC
- HSA - San Carlos
- HSA - San Mateo
- HSA - SSF
- Lesley Senior Communities
- Meals on Wheels
- North Peninsula Neighborhood Services
- Pacifica Resource Center
- PARCA
- Puente de la Costa Sur
- Samaritan House

Transportation Solutions Workshops

Four community workshops were held as part of the community outreach process for the Countywide Transportation Plan for Low-income Populations, where workshop participants identified transportation-related concerns and assisted with creating potential solutions during an open public dialogue. The workshops were held throughout the County in Redwood City, Daly City, San Mateo, and Half Moon Bay.

- Redwood City: Wednesday, July 13th, 5:30 – 8:30 pm at the Main Library
- Daly City: Thursday, July 14th, 5:30 – 8:30 pm at the War Memorial Community Center
- San Mateo: Saturday, July 16th, 1:00 – 4:00 pm at the Main Library
- Half Moon Bay: Friday, July 22nd, 1:00 – 4:00 pm at the Half Moon Village Lodge

The four meetings were held at two different times of the day to give participants a greater opportunity to fit the meeting into their schedules. The Redwood City and Daly City workshops were held in the evening and the San Mateo and Half Moon Bay workshops were held in the afternoon. Food (lunch or dinner), snacks and beverages were provided at each meeting. In addition, a \$25 stipend was issued to registered participants as an incentive and thank-you for their time and involvement. Pre-registration was required for the workshops, but walk-ins were also accommodated. There was a total of 84 participants.

Each workshop began with a large-group presentation that described the planning process, existing transportation services in the County, and examples of potential transportation issues and solutions to aid the discussion. Following this initial overview, each participant gave a short self-introduction, after which a full group discussion was facilitated to identify transportation issues and gaps. Participants were asked to talk about their own transportation needs, as



Transportation Solutions Workshop - Half Moon Bay

well as the needs of their family members. Each participant response was recorded on flip-charts during the discussions.

Workshop participants divided into four to six small groups to identify solutions to the issues and gaps identified in the full group discussion. Each small group had a facilitator and a scribe from the project team to assist in the discussion. Interpreters for Spanish, Chinese, or Tagalog speakers were also available for interpretation and facilitation. To conclude the activity, representatives from each small group reported back to the larger group to share their group's top ideas and solutions.



Transportation Solutions Workshop - San Mateo

All the comments were compiled and consolidated into a list of transportation needs and solutions in section three. Detailed results from the transportation solution workshops are provided in the Workshop Summary in Appendix B.

Table 3-1 is a summary of the workshop participants.

CBO Interviews

A total of 15 telephone interviews were conducted with 13 community-based organizations to provide insight on transportation gaps and barriers that affect their clients and help identify

Table 3-1: Workshop Participant Demographics

	Redwood City	Daly City	San Mateo	Half Moon Bay	TOTAL	%
Total Participants	21	14	21	28	84	100%
Alternate Language:						
Spanish	4		1		5	6%
Mandarin				17	17	20%
Cantonese		1			1	1%
Tagalog		1			1	1%
Total					24	29%
Disability:						
Vision			2		2	2%
Hearing	1	1	1		3	4%
Mobility	2		3		5	6%
Other			1		1	1%
Total					11	13%

	Redwood City	Daly City	San Mateo	Half Moon Bay	TOTAL	%
Income:						
Below \$25k/yr	18	9	20	26	73	87%
\$25k-\$50k/yr	2	4		1	7	8%
\$50k-\$75k/yr	1				1	1%
unknown		1	1		2	2%
City of Residence:						
Atherton			1		1	1%
Belmont			1		1	1%
Colma			1		1	1%
Daly City		4	3	1	8	10%
East Palo Alto	3		1		4	5%
Half Moon Bay				24	24	29%
Menlo Park	6				6	7%
Pacifica			2	2	4	5%
Palo Alto	2				2	2%
Redwood City	7		2		9	11%
San Bruno		2	2		4	5%
San Mateo	2		3		5	6%
South San Francisco		7	3		10	12%
Sunnyvale	1				1	1%
Age:						
13-17	1				1	1%
18-29	1	2	3		6	7%
30-49	11	5	6	2	24	29%
50-64	3	4	9	1	17	20%
65+	5	3	1	24	33	39%
Primary Mode:						
SamTrans Bus	9	7	10	21	47	56%
Paratransit	1		2	1	4	5%
Carpool	1		1		2	2%
BART	1				1	1%
Walking/Wheelchair	3		2	2	7	8%
Bicycling	3	1			4	5%
Caltrain			1		1	1%
Driving yourself	3	5	3	2	13	15%
Other Bus				1	1	1%

potential solutions. A set of 11 questions were asked which included the organizations' opinions on the transportation difficulties of their clients, transportation programs or incentives that would help, and the best outreach method to get information to their clients.

The CBO's interviewed service the low-income community in a variety of ways—ranging from health benefits, educational programs, and child care to services for the disabled, mentally ill, or homeless. Seven of the organizations offered transportation assistance in the form of private

shuttle/van, discounted bus passes, taxi vouchers, donated cars, or low-cost car loan program. Most of the organizations reported that their clients got around mostly by car or public transportation. Most organizations cited the lack of education and information on public transit, cost, distance to bus stops, and infrequency of service to be the major obstacles for their clients to get around. Suggested solutions included discounted bus passes, free transfers, a loan program for cars, funding for shuttles, more bus shelters, and more outreach and education. The organizations also offered advice that the best way to reach their clients would be to provide information where families would normally visit, such as community centers, schools, churches, bus stops, and service centers. They also suggested sending direct flyers or mailers to the clients' homes and working with CBO staff and employers.

Interviews were conducted with the following organizations:

- African-American Community Health Advisory Committee
- BHRS Latino Collaborative
- Child Care Coordinating Council
- Commission on Disabilities
- County Board of Supervisor District 2
- County Board of Supervisor District 4
- Crane Place Apartments
- Health Plan of San Mateo
- Hospital Consortium
- Peninsula Family Service
- San Mateo County Community College District
- San Mateo County Office of Education
- Shelter Network

Presentations to CBOs

The purpose of the presentation is to provide information about the planning process as well as to garner feedback about the transportation needs and potential solutions for low-income people in the County. Outreach presentations about the Plan were made to the following community-based groups:

- Continuum of Care Committee: June 8, 2011 at 1:30pm. 225-37th Avenue Room 100, San Mateo
- HICAP Counselors Training: June 21, 2011 at 11:45am. 1710 S. Amphlett Blvd, San Mateo
- Childcare Coordinating Council: August 11, 2011 at 1:00pm. 2121 S. El Camino Real Suite A-100, San Mateo

Telephone Hotline

The project hotline provided community members and stakeholders with a direct line to call with questions and comments regarding the project. The hotline phone number was advertised on all handout and outreach materials. Callers were able to take the survey over the phone, sign up for workshops, join the mailing list, and provide general comments on the project. Approximately 125 calls were received during the outreach process, mostly from people calling to register for the workshops.

Project Website

A website was created to share information about the project and outreach activities online. The website contained information about the planning process, the online survey, a form for joining the mailing list, and information about the workshops. The project website received approximately 1,200 page views during the outreach period.

Press Releases

A press release was sent by SamTrans to local newspapers notifying the press of the planning

process. The announcements invited community members to respond to the resident survey and provided information on the community workshops. An article on the Plan appeared in the Belmont Patch on July 6, 2011.

Targeted Mailing List

All individuals, agencies, businesses, and CBOs that provided their contact information at any meeting, via e-mail, or via phone were added to a project mailing list. Notification of the release of the draft Plan and request for comments will be mailed to this list.

COMMUNITY STATED TRANSPORTATION NEEDS AND SOLUTIONS

This section provides a summary of community opinions of transportation needs and solutions as expressed during the outreach process. It is

based on the recordings of the facilitators and scribes during the large and small-group sessions, including participant comments drawn on maps used during the sessions. Also included are individual responses from community members that were written on comment cards and returned after the workshops. Comments made in surveys, CBO interviews and through the hotline are also included.

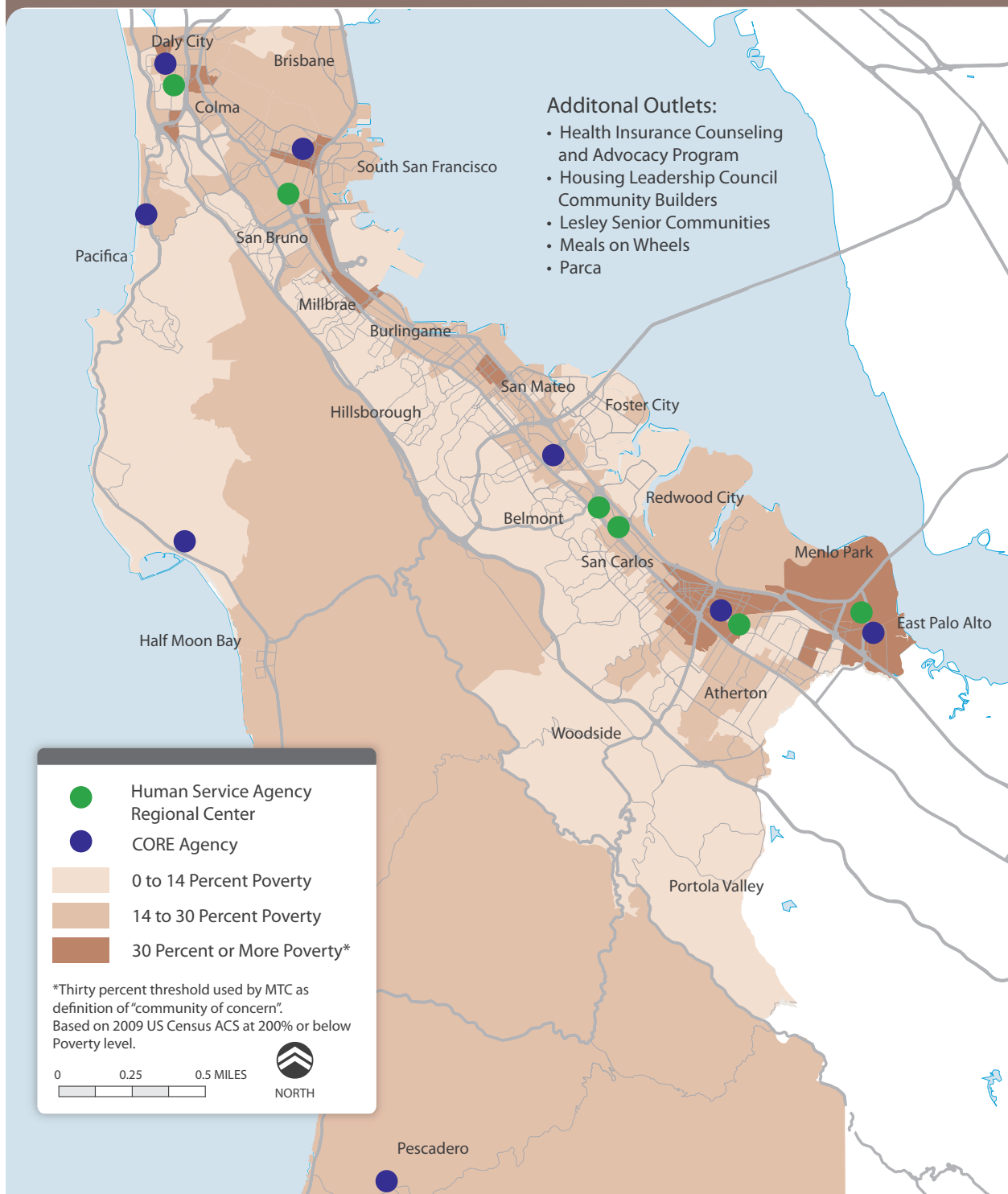
The summary is organized into the following categories: Education/Information/Outreach, SamTrans, Caltrain/BART, Supplemental Transportation Services, Coordination among Transportation Providers, and Bicycle/Pedestrian Safety and Streetscape.

Table 3-1: Summary of Community Stated Transportation Needs and Potential Solutions

Initial Stated Transportation Gaps, Needs, and Solutions		Number of Comments			
		Workshops		Resident Survey	Other
Education/Information/Outreach		Need	Solution	Need/ Solution	Need/ Solution
1	Residents need additional information about the Clipper card.	7	1	-	-
2	Residents need additional information and outreach about using transit, including schedule and system information and types of payment options.	4	8	23	3
3	Transit riders need more education on bus etiquette.	1	2	-	-
4	Seniors need more information/education on the transportation system.	1	5	-	-
5	Transit riders need transit information in other languages.	1	2	17	-
6	Transit riders need up-to-date information about changes in transportation services.	2	3	-	-
7	Promotion of multi-modal transportation options is needed.	1	13	-	-
Coordination among Transportation Providers					
8	Residents need consolidated system and schedule information to reduce confusion of traveling between different agency jurisdictions.	3	7	-	-
9	Residents need easier connections between transit agencies.	-	4	25	1
10	Residents need services with affordable rates for traveling long distances across several agency jurisdictions.	2	3	-	-

Initial Stated Transportation Gaps, Needs, and Solutions		Number of Comments			
		Workshops	Resident Survey	Other	
SamTrans					
11	Additional bus stop amenities including shelters and benches are needed.	3	34	44	1
12	Additional bus amenities on-board are needed.	-	19	1	-
13	Additional service is needed on early mornings, nights, week-ends, and during special events.	2	23	35	2
14	Residents need additional bus/shuttle service, additional express buses.	1	17	50	3
15	Increased bus frequency, or larger carrying capacity is needed during peak hours.	2	5	6	-
16	Improved transfer timing and on-time performance is needed.	1	10	6	-
17	Improved bus driver training is needed.	-	25	-	-
18	Improved payment options and free bus transfers are needed to make transit more affordable.	24	29	83	6
19	Residents need improved system efficiency.	-	6	-	-
20	Residents need more transit options for those with special needs.	-	4	-	1
Caltrain/BART					
21	Additional special event, late night, and weekend services are needed.	6	3	46	-
22	Transit riders need increased safety at BART stations.	1	1	-	-
23	Station announcements on BART need to be communicated more clearly.	-	3	-	-
24	Residents need more affordable fares on BART.	2	-	2	-
Supplemental Transportation Services					
25	Residents need affordable transportation services such as taxi vouchers, car sharing, volunteer driver programs, carpool, and financial assistance programs for car ownership	-	10	82	3
26	Residents need expanded shuttle services to popular destinations or smaller localized bus service.	2	14	-	-
Bicycles/Pedestrian Safety and Streetscape					
27	Residents need improved pedestrian safety when crossing streets.	3	22	21	-
28	The pedestrian network needs expansion and ongoing main-tenance of sidewalks.	-	4	-	-
29	Additional sidewalk improvements are needed, including street trees, landscaping, lighting, widening sidewalks, and curb/ramp improvements to improve accessibility.	4	14	22	-
30	Residents need additional bicycling facilities and expanded bicycle network.	5	4	23	1
31	Residents need increased sense of security while walking.	-	5	-	-

Map 3-1 Survey Distribution



4

TRANSPORTATION STRATEGIES

INTRODUCTION

This chapter describes the draft transportation strategies that were developed based on community and stakeholder input regarding the transportation needs of the low-income population in San Mateo County. The sections in this chapter include a description of the evaluation criteria, a summary of the evaluation results, and the detailed draft transportation strategies.

The following is a list of the draft Transportation Strategies that are described in this chapter:

1. Improve transit stop amenities
2. Increase public understanding of how to use transit
3. Provide free or discounted fares for low-income transit users
4. Improve samtrans connections and service
5. Improve pedestrian safety and amenities
6. Improve bicycle safety and amenities
7. Provide free or discounted bicycles to low-income persons
8. Expand existing programs and develop new programs to support mobility

- A. Create a volunteer driver program
- B. Reinststate the emergency taxi voucher program
- C. Create additional shuttle services
- D. Supplement auto loan and repair assistance programs

EVALUATION CRITERIA

The following evaluation criteria were used to consider the benefits and disadvantages of the transportation strategies. These criteria were approved by the Project Oversight Committee and the Steering Committee.

Financial Feasibility

Cost effectiveness. Is the cost reasonable as compared to the number of people who will benefit? A low-cost program that reaches relatively few people can have a high cost per person reached.

Funding availability and sustainability. Are funding sources identifiable and likely to be available given competition with other projects? Projects should have stable sources of funding to ensure that they can continue if successful.

Implementation Feasibility

Ease of implementation. Can the project or program be easily implemented given existing transportation services and likely providers of new service?

Achievable within a reasonable timeframe. Short term results, as long as they are sustainable, will generate community support and begin to immediately address transportation gaps and barriers.

Potential for partners. Partnerships can increase available funding opportunities, speed implementation, and generate broader support for programs and projects.

Transportation Benefits

Widespread benefits. A transportation solution that serves many is better than one that serves a few.

Compatible with existing service and plans. Transportation solutions will be easier to implement and more effective if they are supportive of existing services and plans.

Effective, measurable project or program. Strategies should increase equitable access to and usage of transportation based on factors such as patronage, reliability, and safety.

Community Benefits

Benefit to populations with the greatest need. Populations or communities with the greatest barriers to mobility should be targeted..

Community support. The success of any transportation solution requires the support of community-based organizations (CBOs) and local politicians, as well as those who directly benefit from the service.

Environmental benefits. Mobility strategies that shift trips away from single occupant vehicles can contribute to a healthier environment.

Evaluation Results

Each transportation strategy was assessed against the evaluation criteria described above and given a ranking by project staff and the Project Oversight Committee in each category from low to high. Table 4-1 summarizes the evaluation results. The rankings are described as:

- High (●●) - indicates the strategy meets the criteria.
- Medium (●) - indicates the strategy somewhat meets the criteria.
- Low (○) - indicates the strategy does not meet the criteria.

DESCRIPTION OF TRANSPORTATION STRATEGIES

The following section provides project details and evaluation for each of the transportation strategies. Each strategy includes:

- A list of the identified transportation needs which the strategy seeks to address;
- Project description;
- Constraints;
- Potential transportation and community benefits;
- Implementation requirements;
- Potential funding sources and cost estimates; and
- A preliminary evaluation of the project.

The community stated transportation needs that are described for each strategy are based on input from the community and stakeholders gathered during the outreach process (Appendix B), input from the Project Oversight Committee and Steering Committee, and the Existing Conditions Report (Appendix A).

Table 4-1: Summary Evaluation of Transportation Strategies

Strategies		Evaluation Criteria			
		Financial Feasibility	Implementation Feasibility	Transportation Benefit	Community Benefit
1	Improve transit stop amenities	●	●	● ●	● ●
2	Increase public understanding of how to use transit	●	● ●	● ●	● ●
3	Provide free or discounted fares for low-income transit users	● ●	● ●	● ●	● ●
4	Improve SamTrans connections and service*	--	--	--	--
5	Improve pedestrian safety and amenities	●	● ●	●	● ●
6	Improve bicycle safety and amenities	●	●	○	●
7	Provide free or discounted bicycles to low-income persons	● ●	● ●	○	●
8-A	Create a volunteer driver program	●	●	● ●	● ●
8-B	Reinstate the emergency taxi voucher program	● ●	● ●	● ●	● ●
8-C	Create additional shuttle services	●	●	● ●	● ●
8-D	Supplement auto loan and repair assistance programs	●	● ●	●	● ●

This strategy was not evaluated as part of this planning effort. Please see page 53.

Strategy #1

Improve transit stop amenities

Community Stated Transportation Needs

The following transportation needs related to transit stop amenities were expressed by outreach process participants:

- Additional bus stop amenities, including shelters and benches.
- Increased safety at BART stations (project description below is limited to San Mateo County stations).
- Information about individual routes at transit stops.

Outreach participants indicated that they prefer to learn about transit at transit stops, libraries, and community centers. In the resident survey 30% of respondents indicated that improved transit stop amenities would make travelling by bus easier and more convenient. Furthermore, the need for transit stop amenities was mentioned more than 30 times in the community workshops.

Project Description

The objective of this strategy is to provide amenities at transit stops to enhance the comfort and safety of transit users. These amenities could include:

- Shelters
- Lighting
- Seating at bus stops, including Simme-seats and benches
- Schedules, maps, and real-time information displays
- Trash receptacles
- Bicycle racks and storage lockers

Information displays could include large information boards and Guide-a-Ride pole displays, which can hold individual route schedules.

SamTrans recently received Lifeline funding to improve bus stops in select low-income areas. These improvements could include: replacing old benches, installing new benches, providing information displays, providing trash cans, and providing bike racks.

Bus Shelters

The San Mateo County Transit District is in the process of replacing many of its inventory of shelters with new shelters containing advertising. The new shelters are being provided and managed by CBS Outdoor as part of an advertising contract. Currently, 68 shelters have been replaced in high visibility areas and will be replaced each year for the next 15 years. The new shelters provided by CBS Outdoor are currently only being used to replace old shelters and may not be available to provide a shelter in a location where one previously did not exist. There is the opportunity, however, to use the older replaced shelters at locations where there previously was only a bus stop without a shelter. This would also be a lower-cost alternative to purchasing new shelters.

SIMME-Seats

Simme-Seats are useful for providing a place to sit at transit stops where installation of a shelter is infeasible or when additional seating is needed. SamTrans has installed eight Simme-Seats in the County to date. The seats are installed on poles on public sidewalks with an approved encroachment permit from the jurisdiction. As long as the existing surface area is sufficient to comply with Americans with Disabilities Act guidelines and safe bus operation, the approval/installation process is fairly simple. Installation of a bus stop amenity such as a Simme-Seat, bench, or trash can requires review and approval by SamTrans.



Existing Bench in San Mateo County

Lighting and Benches

Safety at BART stations could be addressed by increased lighting to the stations and the surrounding areas. Lighting is provided in the newer SamTrans bus shelters and at major transit centers. In all other locations, lighting is and remains the cities' responsibility and is further addressed in strategy #5. There are currently 230 stand alone benches throughout the County that SamTrans maintains.

Table 4-2 lists those improvements that were suggested by the community through the out-



Example Bus Stop Simme-Seat

reach process. Additional suggested transit stop improvement locations are identified in the San Mateo County North Fair Oaks Community Plan .

Constraints

Constraints to improving bus stop amenities within the County may include:

- Ongoing maintenance costs;
- Site readiness and accessibility;
- Vandalism; and

Table 4-2: Stated Potential Improvements for Transit Stops

Location	Desired Improvement
Grand Ave (in South San Francisco)	More seating at shelters
Daly City	More bus shelters
Woodside Rd & El Camino Real (Redwood City)	Bus shelter
Bay Rd (Menlo Park)	Bus shelter
Bell Haven (Menlo Park)	Additional amenities
Airport Blvd & Linden Avenue (South San Francisco)	More seating
W. Hillsdale Blvd & Edison St (San Mateo)	Seating
BART Stations	Better lighting
Bay Rd & University Ave (East Palo Alto)	Additional amenities
Newbridge bus station (East Palo Alto)	Bus shelter
Willow Rd (East Palo Alto)	Additional amenities
University Ave & Runnymede St (East Palo Alto)	Additional amenities
On SamTrans Route 17 near CVS & Safeway (Half Moon Bay)	Seating

Additional potential bus stop improvement locations are identified in on existing SamTrans routes identified on Figure 3.2 of the December 2011 North Fair Oaks Community Plan. Bus stop improvements should be consistent with Goal 3.4, Policy 4F and Appendix C.

- Property owners may not want the amenities in front of their establishments.

In some cases, adding bus shelters to the existing SamTrans stops would be impossible due to the lack of right of way necessary to fulfill ADA accessibility rules unless property was acquired to widen the sidewalk and add a shelter. This may meet with resistance from property owners and neighbors.

For all proposed bus stop amenity improvements, a separate feasibility assessment would need to be conducted by SamTrans in order to determine whether the desired improvements are possible based on the sidewalk width, right of way restrictions, or other physical constraints.

Potential Transportation and Community Benefits

Transit stop amenities were one of the top improvements requested by participants in the outreach process. While it may be infeasible to provide a shelter at all bus stops, providing benches, Simme-Seats, trash cans, and other amenities at transit stops would improve the comfort and safety of transit riders. Additionally, County residents would have better access to transit information through an increased number of information displays. The visibility of the stops would also improve the image of transit in the area, which could attract new and retain existing riders.

Implementation Requirements

Potential Lead Agency: San Mateo County Transit District (SamTrans), local jurisdictions (under agreement with SamTrans); BART.

Potential Roles and Partnerships: Local jurisdictions.

General maintenance: SamTrans; local jurisdictions; CBS Outdoor; BART

Design and construction oversight: SamTrans; local jurisdictions; CBS Outdoor; BART

Financial

Potential Funding Sources: Metropolitan Transportation Commission TLC Capital Program Funds and Lifeline Funds; and FTA Transportation Enhancements fund (Section 5307).

Preliminary Per Unit Cost Estimates: The cost will vary depending on the amenities provided and the physical suitability of the site.

Bus shelters: \$10,000. Bus shelter installation ranges between \$1,000 and \$10,000 depending on necessary site improvements.

Information displays: A Guide-a-Ride flat single-schedule information display on a bus stop pole - \$50. A rotating Guide-a-Ride information display which can hold multiple schedules - \$400-\$1,000 + \$500 for installation. A large stand-alone information display which can hold multiple schedules and announcements - \$4,500 + \$500 for installation.

Other materials: Trash receptacle - \$300 + \$175 for installation. Stand-alone bench - \$875 + \$400 for installation. Simme-Seat - \$495 + \$600 for installation.

Maintenance: Monthly maintenance of a bus stop with bus shelter and trash is approximately \$30/month/shelter. The cost of replacing a glass panel in a bus shelter ranges between \$105 and \$130, depending on the size of the glass.

Improving 10 bus stops by adding a bench and trash receptacle would cost approximately \$17,500 for materials and installation plus approximately \$325 per year for the additional maintenance.

Adding Guide-a-Ride information displays to 10 bus stop poles would cost approximately \$10,000 for materials and installation plus approximately \$10,000 per year to maintain the schedules.

If the older shelters are used, the cost of adding bus shelters and trash cans to 10 bus stops varies between \$14,750 to \$104,750, depending on the necessary site improvements. The added maintenance would cost approximately \$3600 per year plus any necessary repairs.

Table 4-3: Strategy #1 Preliminary Evaluation

Evaluation Criteria	Assessment
Financial Feasibility <i>Cost Effectiveness, Funding Availability and Sustainability</i>	●
<p>The cost consist of the initial capital outlay and ongoing maintenance. SamTrans currently has MTC Lifeline capital funding to improve bus stops in low-income areas. Capital cost to install transit stop amenities is scalable and is relatively easy to obtain through competitive grants. The cost of maintaining amenities can be financially burdensome or unsustainable. While the cost of maintaining a shelter can be expensive, other amenities such as benches, Simme-Seats, or bike racks have minimal maintenance cost.</p>	
Implementation Feasibility <i>Ease of implementation, Achievable within a reasonable timeframe, Potential for partnerships</i>	●
<p>If funding for the improvements and ongoing maintenance can be secured, and sites are selected that are physically suitable for the desired improvements, purchase and installation can be achieved within a reasonable timeframe. All requests for additional transit stop amenities, including shelters, must undergo a separate feasibility assessment and approval by SamTrans.</p>	
Transportation Benefit <i>Broad impact to improve mobility, Compatible with existing service and plan, Effective, measurable project or program</i>	● ●
<p>Transit stop amenities is one of the top needs expressed by low-income residents during the outreach process. SamTrans buses on many routes have 30-60 minute headways, which means that riders can potentially wait at stops for a relatively long amount of time. Installation of new transit stop amenities would increase riders' comfort and safety.</p>	
Community Benefit <i>Addresses population(s) with the greatest need, Strong community support, Environmental benefits</i>	● ●
<p>Improvement of bus stop amenities received the most comments from the four outreach workshops. The improvement of bus stop amenities received the third highest survey response to a question asking what would make their transit trip easier.</p>	

Low = ○ Medium = ● High = ● ●

Strategy #2

Increase public understanding of how to use transit

Community Stated Transportation Needs

Outreach process participants stated that there is an educational gap in using public transportation. Participants specifically requested more information or education about:

- Clipper Card;
- System information, schedule information, and payment options;
- Bus/transit etiquette;
- Transit options for older adults who no longer drive;
- Up to date changes in transportation services; and
- Multi-modal transportation options.

In the resident survey 41% of respondents indicated that they are usually not able to find the transit information they need. This was also mentioned consistently at the community workshops, with participants indicating a need for more information about how to use the clipper card and where to find bus schedule information. Additionally, participants in the outreach process requested that public transportation information be provided in languages other than English. The Existing Conditions Report showed that 45% of linguistically isolated households speak Spanish and 42% speak an Asian or Pacific Islander language.

Project Description

This strategy aims to improve the low-income community's understanding of public transportation by:

- Providing education/ assistance about how to use multiple transit systems, including SamTrans, BART, Caltrain, and Clipper.
- Working with the, San Mateo County Human Services Agency and Health System

and community-based organizations to disseminate information to target populations.

- Providing information in languages other than English.
- Increasing public awareness of Bus Operator responsibilities and allowable actions.

There are five proposed components of this strategy that will complement each other in increasing public access to information about public transportation:

1. Create/expand educational programs to teach low-income residents of all ages how to take public transit. Two potential models include the SamTrans Mobility Ambassador program and South San Francisco's Community Learning Center transit training program.
 - Potential Lead Agency: Community-based organizations
 - Potential Partners: Boys and Girls Club, YMCA, SamTrans, Caltrain, BART, adult schools, community colleges, Churches, San Mateo County Human Services agency, community-based organizations
2. Create a **specialized map** tailored to individual areas showing specific transit stop locations, schedule and route information, and additional options for accessing key destinations. This map could be made available in English and other languages.
 - Potential Lead Agency: Community-based organization, local jurisdictions
 - Potential Partners: The San Mateo County Traffic Congestion Relief Alliance

3. Conduct **targeted outreach to and with community-based organizations** that serve low-income clientele and schools in low-income neighborhoods.
 - Potential Lead Agency: SamTrans
 - Potential Partners: Community-based organizations
4. Provide SamTrans schedule information using **pole displays** at bus stops that do not currently have shelters.
 - Potential Lead Agency: SamTrans
5. Add new **Clipper Card sales outlets** in areas convenient to transit-dependent residents.
 - Potential Lead Agency: Clipper

SamTrans is developing a program, in partnership with 511, that will allow riders to call 511 or visit 511.org to find out when the next bus is coming by entering the bus stop ID, which will be posted at all bus stops. Additionally, SamTrans bus route and schedule information will be available on Google Maps in 2012.

Constraints

Several different transit agencies would need to coordinate in order to provide accurate and complete information for all transit systems serving the County.

Keeping information up to date is essential for providing accurate information to transit riders. Because transit routes and schedules are continually being adjusted, time and material costs for updates must be considered. Keeping transit information displays stocked and maintained places a significant cost and labor burden on the lead agency.

Potential Transportation and Community Benefits

Lack of information about how to use public transit was one of the top unmet transportation needs stated by the community during the out-

reach process. The multitude of different transit agencies, as well as the current shift to Clipper, is often confusing for residents, especially those who do not speak English well or who do not have regular Internet access. Working with community-based organizations to disseminate transit information would provide information to low-income residents through people and places with which they are already familiar. Providing schedule information for individual SamTrans routes would allow transit riders to see when the next bus is coming. This also will be achieved by adding the bus stop number to all stops whereby transit riders with a cell phone will be able to text the number of the bus stop they are at to 511 to receive schedule information. Providing residents with transportation information in a variety of common languages would increase awareness about public transportation in the area and therefore improve the mobility of residents. Providing workshops and classes on transit use is helpful for individuals with limited literacy or those needing more individualized attention.

Financial

Potential Funding Sources: MTC Lifeline.

- South San Francisco's Community Learning Center transit training program cost \$79,000 over a period of three years to train 240 people plus their friends and family.
- The SamTrans Mobility Ambassador program costs approximately \$80,000 per year. The program makes individual contact with approximately 1000 people and trains approximately 150 people per year.
- Specially tailored map to include multiple transit systems - \$5000 for graphic design + \$10,000 for printing and distribution to 3000 households.

Training programs and class costs are variable and scalable. Per unit cost estimates for transit information displays are in Strategy #1.

Table 4-4: Strategy #2 Preliminary Evaluation

Evaluation Criteria	Assessment
Financial Feasibility <i>Cost Effectiveness, Funding Availability and Sustainability</i>	●
<p>Most costs are associated with project planning, coordination and administrative costs. A pilot project could be proposed in one community to develop a transit training program.</p>	
Implementation Feasibility <i>Ease of implementation, Achievable within a reasonable timeframe, Potential for partnerships</i>	● ●
<p>Several educational “how to use transit” programs and classes have already been implemented in the County. The SamTrans Mobility Ambassador program uses volunteer “ambassadors” to teach the elderly and people with disabilities how to ride SamTrans. Adapting this program toward low-income residents would require additional planning. The City of South San Francisco’s Community Learning Center conducted classes to “captive audiences” (e.g. English and Citizenship classes) on how to plan a trip on public transit, followed up by field trips with participants. This class was funded through an earlier cycle of the Lifeline Program.</p>	
Transportation Benefit <i>Broad impact to improve mobility, Compatible with existing service and plan, Effective, measurable project or program</i>	● ●
<p>Lack of information about transit was one of the top transportation needs identified during the outreach process. Improving access to transit information will improve the mobility of transit riders by allowing them to make informed decisions about mode choice and scheduling. The effectiveness of this program could be measured through future resident surveys. Educational programs can be easily measured by number of students involved.</p>	
Community Benefit <i>Addresses population(s) with the greatest need, Strong community support, Environmental benefits</i>	● ●
<p>The outreach process showed that many low-income residents would like assistance learning about public transit. Increased understanding and use of public transportation positively effects the environment by reducing vehicle miles traveled. The Community Learning Center program was successful in its efforts to reach populations in need of transit training. Conducting targeted outreach to community-based organizations would provide information to populations who may not have regular access to the internet or who prefer one-on-one interaction.</p>	
<p>Low = ○ Medium = ● High = ● ●</p>	

Strategy #3

Provide free or discounted fares for low-income transit users

Community Stated Transportation Needs

The following strategy is based on the following needs expressed during the community outreach process:

- Free or low-cost transit passes or tickets.
- Improved payment options and free bus transfers
- Discounted interagency transfers or affordable rates for travel involving multi-system travel

In the resident survey 50% of respondents indicated that free or low-cost transit passes would make it easier for them to use transit. Among workshop participants, the need for improved payment options and free bus transfers was raised more than 50 times. According to the 2009 SamTrans Rider Survey, approximately 58% of SamTrans riders have annual household incomes below \$49,000. According to the American Community Survey 2005-2009 5-year estimates the median household income in the County is approximately \$84,000.

Project Description

There are three proposed components of this strategy that will complement each other in improving affordability of public transit for low-income users:

1. Currently, the San Mateo County Human Services Agency (HSA) administers a Lifeline pass program that allocates a limited number of SamTrans passes and/or tickets to 17 different access points throughout San Mateo County. Eligible residents must be verified as low-income by the HSA and can receive no more than two free passes monthly on SamTrans. The Human Services Agency (HSA) Lifeline pass program

could be expanded to meet the program's demand

2. The new Clipper Card system could potentially be used to administer a discounted pass program for low-income persons that can be used on multiple transit systems, such as Caltrain, Muni, BART, AC Transit, and SamTrans. The Clipper Card can be loaded with a monthly pass for Caltrain or SamTrans, or it can be loaded with cash that can be used for Caltrain or SamTrans one-way fares, as well as Muni and BART. The Metropolitan Transportation Commission is currently exploring the feasibility of a regional means-based discounted fare program.
3. Provide free or discounted transit passes for college students. With additional funding, there may be the opportunity to provide discounted SamTrans bus passes to college students at the three community colleges in the County. The potential lead agency would be the San Mateo County Community College District. The SamTrans "R" pass detailed below is a potential model for this program.

SamTrans offers an annual "R" pass for residents of transit-oriented affordable housing developments. The R-pass program is a pilot program that requires an agreement between SamTrans and the participating company that runs the affordable housing development. The annual passes cost the greater of \$5,200 or \$104 per resident and the company is required to purchase a pass for each resident over the age of five. SamTrans issued 97 "R" passes in fiscal year 2011.

Constraints

SamTrans currently subsidizes 82% of the cost of a ride on a SamTrans bus, meaning that revenue from fares only covers about 18% of the cost to provide SamTrans service. There-

fore, additional out-of-pocket discounts for low-income riders and free bus transfers are not financially feasible for SamTrans. Additional grant funding to pay for the free SamTrans monthly pass and ticket program is essential to maintaining the financial stability of SamTrans. SamTrans introduced a discounted day pass on January 1, 2012 to reduce the financial burden of bus transfers without having to purchase a Monthly Pass. The price of the Day Pass is priced at three times the base fare of a one-way ride (Local trips: adult - \$6, senior/disabled- \$3, youth - \$3.75).

The HSA Lifeline pass program was analyzed to see if it could be expanded to function similarly to the San Francisco Muni Lifeline Pass Program, which sells monthly passes at approximately 50% of the normal cost to low-income residents on an ongoing basis. Muni's system functions using a centralized database of eligible Lifeline Pass purchasers. San Mateo County does not have this level of centralized information sharing. Changing the current Human Services Agency SamTrans Lifeline pass and ticket program would be cost and resource prohibitive at this time. Additionally, expanding the program to include Caltrain and BART passes would require extensive funding, inter-agency coordination, and program administrative support. Therefore, the expansion would be cost prohibitive at this time

Providing a "class pass" which would supply free transit passes to enrolled college students is under the discretion of the local colleges. Some colleges in the County offer free transit passes to low-income students who have demonstrated eligibility.

Potential Transportation and Community Benefits

The percentage of household income spent on transportation is generally higher than average among low income communities. Improving the affordability of transit has the potential to

greatly improve mobility and quality of life for program recipients

University programs that provide unlimited access to the bus system have shown to benefit parking demand, increase student access to campus, reduces the cost of attending college, and helps to recruit and retain students.¹

Implementation Requirements

Potential Lead Agencies: The San Mateo County Human Services Agency (HSA); MTC; SamTrans; Colleges and Universities; Affordable housing management agencies.

Single-ride bus vouchers can be bought from SamTrans in packages of 50. Monthly SamTrans and Caltrain passes would need to be purchased through Clipper. There is the opportunity for an organization to become a vendor, which streamlines the monthly pass purchasing process, if the customers and quantities of passes are likely to change monthly.

Financial

Potential Funding Sources: Lifeline Transportation funding; CalWORKs; San Mateo County General Fund; Health and Human Services Realignment 2011; Title IVE; Community Development Block Grants (CDBG); private foundations.

Preliminary Cost Estimate: The current HSA Lifeline program is funded under a \$200,000 grant for bus passes and tickets over a two-year period, which is matched by HSA with \$80,000 in in-kind services. The current HSA Lifeline program distributes a limited number of free monthly passes and single-ride vouchers through a mix of HSA local offices and the eight Core Services Agencies, which are community-based organizations that provide referral, basic emergency, and support services to individuals and families.

¹ Brown, Hess and Shoup (2001) http://www.mtc.ca.gov/planning/lifeline/Affordability_ref.pdf

SamTrans:

- Adult local one-way fare - \$2
- Day pass - \$6
- Local adult monthly pass - \$64

The cost of providing a SamTrans adult monthly pass to 300 low-income adults for a full year (or 3600 passes) would cost approximately \$230,400.

Caltrain:

- Adult one-way fare - \$2.75 to \$12.75 (dependent on “zones” traveled)
- Adult monthly pass - \$73 to \$338 (dependent on “zones” traveled)
- Adult 8-ride pass - \$18.75 to \$86.75

Providing a Caltrain monthly pass to 300 low-income adults for a full year (or 3600 passes) would cost approximately \$262,800 to \$1,216,800. Caltrain tickets can also be purchased as a discounted 8-ride pass. The cost of providing 1000 8-ride passes would cost \$18,750 to \$86,750.

BART:

- Adult one-way fare - \$1.75 to \$10.90 (dependent on distance traveled)
- \$48 ticket for \$45; a \$64 ticket for \$60
- No monthly pass offered

Providing a \$48 BART ticket to 1000 low-income residents would cost approximately \$45,000. The cost of providing 10,000 \$10 BART tickets would cost \$100,000.

Table 4-5: Strategy #3 Preliminary Evaluation

Evaluation Criteria	Assessment
Financial Feasibility <i>Cost Effectiveness, Funding Availability and Sustainability</i>	● ●
<p>The HSA transit pass program is already in place. Expanding (increasing the number of distributed passes) or sustaining the existing program is easily achievable for very little cost. Discretionary funding is available for continuing and expanding this program.</p>	
Implementation Feasibility <i>Ease of implementation, Achievable within a reasonable timeframe, Potential for partnerships</i>	● ●
<p>Expanding the current free pass program can be easily implemented by the Human Services Agency (HSA). An expanded free transit pass program would build on the substantial coordination already underway between SamTrans and HSA for purchase and distribution of free SamTrans passes.</p>	
Transportation Benefit <i>Broad impact to improve mobility, Compatible with existing service and plan, Effective, measurable project or program</i>	● ●
<p>This strategy would improve the mobility of many low-income residents in the County by lowering the cost of riding public transit. The program results and effectiveness would be carefully monitored by HSA. HSA prepares quarterly reports on the number of SamTrans tickets and passes given out at each of the distribution points.</p>	
Community Benefit <i>Addresses population(s) with the greatest need, Strong community support, Environmental benefits</i>	● ●
<p>Based on the outreach results, there is a high need for more discounted and free transit fares among low-income populations. The HSA program is highly effective in the sense that the program is restricted to serve the target population.</p>	

Low = ○ Medium = ● High = ● ●

Strategy #4

Improve SamTrans connections and service

Community Stated Transportation Needs

Low-income residents would like to see improvements in the overall performance of transit operations throughout the County. This strategy is based on the following community-stated transportation needs:

- Easier connections between transit agencies;
- Additional service on early mornings, nights, weekends, and during special events;
- Additional express service;
- Increased bus frequency, or larger carrying capacity during peak hours;
- Improved transfer timing and on-time performance; and
- Improved system efficiency.

Approximately half of survey respondents indicated that a trip that is difficult for them is made using SamTrans; however, very few destinations were mentioned more than once. The most frequently mentioned destination was a Safeway grocery store, however the location varied throughout the County. The most common purposes of the trips that were difficult for low-income residents to make on SamTrans were grocery/shopping, medical, and work.

Among the survey respondents who indicated that a trip was difficult for them using SamTrans, 43% indicated that additional night and weekend service would make their trip easier. Thirty-three percent indicated that more bus service in their neighborhood would make the trip easier. Among these respondents, the most common locations where respondents indicated they live were Daly City, San Carlos, and Redwood City.

Among survey respondents who indicated that they primarily use SamTrans to get around, 88%

do not have access to a personal car. Twenty-five percent indicated that transit does not run late enough and 18% indicated that transit doesn't come often enough.

Project Description

SamTrans is currently conducting the SamTrans Service Plan (SSP), which is an in-depth study of the SamTrans fixed-route bus system. The SSP looks to understand existing bus service strengths, assess service efficiency, and identify areas of improvement. The SSP will also develop a road map for future SamTrans service to build the most robust system possible within available resources. In addition, the SSP will look at alternative service options or ways outside of traditional fixed route service that service may be provided more efficiently. Examples of alternative service options could include: shuttles, vanpools, Dial-a-ride, or flex routes. Strategy #8A-C explores some of these service options.

The breadth of the geographic area covered by this planning effort resulted in a wide variety of specific SamTrans service improvements recommended by outreach participants. The recommendations in this strategy have been generalized to encompass the full range of comments received during the outreach process. Specific service and route recommendations received through this planning effort have been shared with the SSP project team and can be found in Appendix B.

1. Expand SamTrans evening/owl service along major arterials and to key destinations throughout the County.
2. Add additional bus services on weekends.
3. Increase bus service to destinations important to low-income populations, such as:

- Medical centers
 - Grocery and shopping centers
 - Senior centers & community centers
 - Community-based organizations that provide services low-income clients
4. Improve timed connections between SamTrans and BART, Caltrain, VTA, and Muni.

The SSP is conducting ongoing public outreach: Five public open houses held in July 2011 introduced the SSP; in November and December 2011, seven public workshops were held to review three possible service scenarios that will inform future SamTrans service. A fact sheet about the alternative service scenarios is included in Appendix D. A draft plan is anticipated in Winter 2012 with adoption in late Spring 2012.

Constraints

SamTrans needs to provide the most robust system of services possible within its available resources. SamTrans has been experiencing a structural deficit (operating cost increases are outpacing revenues) and needs to improve its productivity system-wide to be able to invest elsewhere in the system.

Increases in service, especially during late night periods, may not yield enough ridership to justify the additional cost. Additionally, increasing the frequency of some routes would require additional buses, which raises the cost significantly.

Adding service could create inefficiencies in the routing schedule and add deadheading on routes that may become disproportionately more costly compared to potential revenue gains.

Potential Transportation and Community Benefits

SamTrans is a vital transportation service to many low-income populations in the County. Improving the system efficiency by maximiz-

ing ridership and minimizing costs will benefit everyone, including non-riders. The increased use of public transit and reduction of vehicle miles traveled benefits public health through reduction in greenhouse gas emissions and road traffic injuries.

Improved connectivity between the various transit systems would reduce travel times and potentially improve the overall experience of transit riders. This has the potential to make transit a more viable option and could ultimately build ridership. Increased evening and late night service would give residents greater access to jobs and services that require evening and late night transportation.

Implementation Requirements

Lead agency: SamTrans

Financial

Potential Funding Sources: SamTrans operating funds; C/CAG Local Transportation Support Program; TFCA funds; JARC; MTC Lifeline.

The SamTrans annual operating budget is \$128,691,317. The percentage of total operating costs that is covered by revenue from fares is 18%. The financial aim of the SamTrans Service Plan is to increase system efficiency while maintaining the financial sustainability of the system.

Preliminary Evaluation

The breadth of recommendations in this strategy does not lend itself to evaluation within this planning effort. The SamTrans Service Plan will evaluate the alternative service scenarios based on the project guiding principles which are based on service, customer focus, service markets, financial stability, and integrated planning.

Strategy #5

Improve pedestrian safety and amenities

Community Stated Transportation Needs

During the outreach process several residents of the County identified the following needs related to pedestrian comfort and safety:

- Improved pedestrian safety when crossing streets.
- Expanded and maintained pedestrian network
- Additional sidewalk improvements, including street trees, landscaping, lighting, widening sidewalks, and curb/ramp improvements to improve accessibility.
- Residents need an increased sense of security while walking.

In the resident survey, which targeted low-income populations, 26% of respondents indicated that their primary mode of travel was walking. Based on census data presented in the Existing Conditions Report this is well above the average for the county, which is 3%. Among workshop participants, the need for improved pedestrian safety was raised more than 20 times.

Project Description

This strategy includes the following infrastructure improvements to increase pedestrian safety, mobility, and comfort:

- Pedestrian countdown signals;
- Additional crossing time for pedestrians;
- Improved crosswalk visibility such as flashing beacons and high visibility striping;
- Benches
- Traffic calming such as lower speed limits and speed humps surrounding schools;
- New sidewalks or improve/repair existing sidewalks;

- Street lighting; and
- Median refuges.

Because pedestrian travel is generally limited to less than a mile, the focus of these improvements should be located in low-income communities with high pedestrian activity. Pedestrian safety improvements would require leadership at the local level and coordination with other agencies as appropriate.

Table 4-7 lists specific improvements identified by the community during the outreach process.

Additional potential pedestrian improvement location needs, including rail crossings, were identified through extensive outreach in Chapter 3 of the 2011 North Fair Oaks Community Plan.²

Constraints

Design standards – certain pedestrian infrastructure improvements may be restricted as they may not fit into the right of way or may not be able to meet regulated Federal, State, or local design standards.

Maintenance – installation of new pedestrian amenities will require additional annual maintenance costs such as repainting and cleaning.

Potential Transportation and Community Benefits

Streetscape improvements improve the overall safety of residents by making pedestrians more visible and separated from traffic. Improvements made to existing sidewalks benefit residents with physical conditions who have difficulty navigating cracked and uneven sur-

² Potential pedestrian improvement are identified on Figure 3.3 of the December 2011 North Fair Oaks Community Plan. Pedestrian amenities should be consistent with Goal 3.2 and Appendix C.

faces associated with tree roots or outdated pedestrian facilities. Pedestrian improvements to transit service improve mobility, particularly along bus corridors.

Implementation Requirements

Lead agencies: Local jurisdictions

Local jurisdictions would be expected to lead in implementing pedestrian capital improvements. Many suggestions from the community require specific engineering evaluations prior to implementation. Most local jurisdictions in the County require specific procedures to evaluate and warrant stop sign and crosswalk installations. These requirements vary by jurisdiction and require planning and engineering prior to construction.

Financial

Potential Funding Sources: Local agency general funds (streetscape improvements on residential streets); Transportation Authority (TA) Bicycle and Pedestrian Funds; C/CAG Safe Routes to School program; MTC's Transportation for Livable Communities (TLC) planning and capital grant program; FTA Section 5307 Transportation Enhancements fund; Safe Routes to Transit program; Regional Bicycle and Pedestrian program; Transportation Development Act (TDA) Article 3 Bike/Ped program administered through C/CAG; Community Development Block Grants (CDBG).

Preliminary per unit cost estimates are as follows:

- Pedestrian-scale lamp - \$16,000

Table 4-7: Stated Potential Improvements for Pedestrian Areas

Location	Desired Improvement
John Daly Blvd (Daly City)	Improved crosswalk safety
El Camino Real (Colma)	Improved safety/lighting
Belmont Shelter Creek & San Bruno Ave (San Bruno)	Improved sidewalk conditions
Crane Street (Menlo Park)	Improved sidewalk conditions
Countywide	Painted crosswalks at all stop signs
Newbridge & Bellhaven Elementary Schools (Menlo Park)	Speed bumps
Bellhaven Elementary (Menlo Park)	Lower speed limit
Bellhaven Elementary (Menlo Park)	Flashing crosswalks
El Camino & Middlefield (Redwood City)	Better landscaping
El Camino & 5th intersection (North Fair Oaks)	More lighting
Broadway (in Redwood City)	More pedestrian crosswalks
Westlake & Mission intersection (Daly City)	Longer crosswalk time
El Camino Real (Countywide)	Longer crosswalk time
El Camino Real (Countywide)	Widen sidewalks
El Camino Real (Countywide)	Slow traffic
El Camino Real (Countywide)	Improve landscaping
Clark & Myrtle intersection (East Palo Alto)	Better sight line for left turning cars
Mission & San Pedro (Daly City)	Full time crossing guard
Half Moon Bay	Additional street lights
Oak Grove & Crane Street (Menlo Park)	Stop light

- Sidewalk - \$50/linear foot for a 5' wide sidewalk with curb and gutter
- Purchase of a pedestrian countdown signal - \$300 to \$800
- Regular striped crosswalk – \$100. Ladder crosswalk – \$300
- Mid-block crossing – \$50,000-\$75,000, depending on the width of the street
- Curb extension – \$2,000 - \$25,000, depending on the need to modify drainage
- Median refuge – \$6000 - \$40,000, depending on the design and dimensions
- Pedestrian bench – \$2500 - \$3000

Table 4-8: Strategy #5 Preliminary Evaluation

Evaluation Criteria	Assessment
Financial Feasibility <i>Cost Effectiveness, Funding Availability and Sustainability</i>	●
<p>The cost-effectiveness of pedestrian improvements ranges substantially, depending on the type of improvement proposed (e.g. crosswalk striping can be relatively low-cost, while widening sidewalks is generally very expensive).</p>	
Implementation Feasibility <i>Ease of implementation, Achievable within a reasonable timeframe, Potential for partnerships</i>	● ●
<p>Implementation of these improvements are generally supported by the pedestrian plans and other long-range planning documents already in place throughout the County.</p>	
Transportation Benefit <i>Broad impact to improve mobility, Compatible with existing service and plan, Effective, measurable project or program</i>	●
<p>Investments in pedestrian amenities encourage walking and could have a moderate impact on community mobility, safety, and public health.</p>	
Community Benefit <i>Addresses population(s) with the greatest need, Strong community support, Environmental benefits</i>	● ●
<p>During the outreach process, survey showed that the second most frequent mode of transportation is walking. Of the 49 comments received at outreach workshops regarding bike and pedestrian issues, 40 were specifically related to pedestrian facilities. Increasing the comfort and safety of the pedestrian environment can have positive impacts on the environment by encouraging walking.</p>	

Low = ○ Medium = ● High = ● ●

Strategy #6

Improve bicycle safety and amenities

Community Stated Transportation Needs

Outreach participants and project stakeholders expressed the need for additional bicycle parking and bicycle lanes throughout the County to provide better connections to transit, jobs, and services for those who do not drive.

In the resident survey, 15% of respondents indicated that safer routes for bicycling, dedicated lanes, and bicycle amenities would make bicycling easier and more convenient. Among workshop participants, the need for improved bicycle safety and amenities was raised nine times.

Project Description

This strategy aims to improve safety and access for bicyclists through the following:

- Expanded bicycle network by incorporating Class I, Class II and Class III³ bicycle lanes, as outlined in local bicycle master plans.
- Provide additional bicycle parking in commercial areas and near transit stops.
- Implementation of the San Mateo County Comprehensive Bicycle and Pedestrian Plan and local bicycle master plans.

Bicycle network improvements should connect low-income communities with transit, work centers, and services.

Table 4-9 lists specific improvements that were suggested by the community during the outreach process.

Additional potential bicycle improvements are cited in Chapter 3 of the 2011 North Fair Oaks Community Plan.⁴

³ A Class I bikeway is a separated bike path. A Class II bikeway is a separated lane adjacent to the flow of traffic. A Class III bikeway is a bike route indicated by signage.

⁴ Potential routes are identified on Figure 3.3 of the December 2011 North Fair Oaks Community Plan. Bicycle facilities should be consistent with Goal 3.3 and Appendix C.

Constraints

Limited right-of-way and high speed/ volume traffic conditions may be a constraint to installing bicycle lanes in many locations. Right of way acquisition for bicycle lanes is generally not a feasible option. In some locations, permission to modify the roadway may be obtained to reduce lane widths to make room for bicycle lanes. In many urban locations sidewalk widths are not able to accommodate both bicycle parking and pedestrians.

Bicycle facilities add additional annual costs to city maintenance budgets. Installation costs of high visibility bicycle lanes with special pavement markings and signage are very high.

El Camino Real provides the most direct north-south route through the County. However, there is concern that because of the high traffic volumes and transit use on El Camino Real, alternative parallel routes would be a safer option for cyclists.

Potential Transportation and Community Benefits

For destinations within five miles, bicycle travel is often faster and more efficient than travel by transit, due to the time delays caused by transfers and traffic. Travel by bicycle is extremely low-cost after the initial purchase of the bike, therefore, improvements to this mode benefits the low-income community.

Bicycle improvements support regional goals for congestion relief and reductions in vehicle miles traveled. Improved bicycle amenities would facilitate travel by bicycle for residents throughout the County and more specifically short distance trips within communities.

Implementation Requirements

Lead Agencies: Local jurisdictions

Table 4-9: Stated Potential Improvements for Bicycle Infrastructure

Location	Desired Improvement
El Camino Real	Bicycle lanes
Hamilton & Chico (Menlo Park)	Bicycle parking
Bellhaven Elementary (Menlo Park)	Bicycle parking
Downtown San Mateo	Improved bicycle safety
Downtown San Mateo	Bicycle lanes
Routes going to colleges, including Route 274	Bicycle parking

Potential Partner Agency: C/CAG; SamTrans; Caltrain.

Local jurisdictions would be expected to lead in implementing bicycle capital improvements. Cities should implement these strategies in conjunction with their city bicycle master plans and the San Mateo County Comprehensive Bicycle and Pedestrian Plan.

Suggestions from the community require specific engineering and safety evaluations prior to implementation. Bike lane requirements vary by jurisdiction and require planning and engineering prior to construction. In some locations, exceptions to the adjacent roadway design standards may be required to make room for bicycle lanes.

Financial

Potential Funding Sources: Local agency general funds; County general funds; Regional Bicycle Program (RBP); Safe Routes to Transit program; Safe Routes to School program; Alliance Bike Rack program; Transportation Fund for Clean Air (TFCA) Regional Fund – Bicycle Facility program, and the State of California Bicycle Transportation Account (BTA).





Preliminary Cost Estimate: Total costs will depend on improvements to be completed.

- Bicycle racks are estimated at \$300 per rack (9-bike capacity bike storage rack) plus the cost of installation.

- A Class III bike route, including signage and shared lane markings, costs approximately \$8000 per mile.
- Class II bike lanes, including signage and traffic striping, costs approximately \$42,600 per mile.
- A Class I shared use path, including signage, construction, and striping, costs approximately \$642,720 per mile.

The cost of adding bicycle routes or lanes depends on the condition of the pavement, the need to remove and repaint the lane lines, the need to adjust signalization, relocation/modification of drainage structures, additional right of way purchase, and other factors.

Table 4-10: Strategy #6 Preliminary Evaluation

Evaluation Criteria	Assessment
Financial Feasibility <i>Cost Effectiveness, Funding Availability and Sustainability</i>	
<p>Bicycle infrastructure improvements are relatively expensive, but funding could be available through grants. Although grant funding is available, the sources of funding are periodic/intermittent and are fairly competitive. Funding sources for maintenance of bicycle facilities are difficult to identify. At the city level much staff time is required to go after the funding and to administer the funding during project implementation. Additionally local match money is generally required from the city in order to apply for the respective funding.</p>	
Implementation Feasibility <i>Ease of implementation, Achievable within a reasonable timeframe, Potential for partnerships</i>	
<p>Safety evaluations, environmental impacts, engineering components, and right of way needs, specific to each project, would vary and would determine the feasibility of implementing a capital bike project (lanes, trails, or bicycle parking facilities). Some of these improvements are generally supported by the local Bicycle Master Plans and the San Mateo County Comprehensive Bicycle and Pedestrian Plan already in place throughout the County.</p>	
Transportation Benefit <i>Broad impact to improve mobility, Compatible with existing service and plan, Effective, measurable project or program</i>	
<p>It was not clear through the workshop comments, surveys, and community based interviews, that bicycling is a frequently used mode of transportation. Raw survey data showed that bicycling accounted for 5% of trips made vs. riding the bus (48%) and walking (26%). Bicycling is a good alternative for low-income residents due to the high cost of automobile ownership. However, needs related to bicycling were not expressed by a significant number of outreach process participants.</p>	
Community Benefit <i>Addresses population(s) with the greatest need, Strong community support, Environmental benefits</i>	
<p>Bicycle infrastructure was supported in the community outreach process as an inexpensive alternative to both driving short distances and long distances, when used in combination with transit. This strategy is given a rating of medium for this criteria because outreach results showed that most participants primarily used other modes to get around.</p>	

Low = ○ Medium = ● High = ●●

Strategy #7

Provide free or discounted bicycles to low-income persons

Community Stated Transportation Needs

This strategy is based on input from the project Steering Committee regarding the need for low-cost or free bicycles among low-income populations.

Project Description

This strategy improves the mobility of low-income populations by providing free or low-cost bicycles to those in need. This strategy would involve partnering with community based organizations to develop, enhance, or expand a bicycle donation program. A bicycle donation program may take on different forms, but there are consistent characteristics found in successful programs, such as the Bicycle Exchange that is operated by the Silicon Valley Bicycle Coalition. Programs typically include the following characteristics.

- Found bicycles - Bicycles are donated to the lead agency through a variety of means, including unclaimed found bicycles and private donations.
- Bicycle repair - Bicycles are repaired by volunteers to get them in ride-able condition. Locals may volunteer their time and also learn how to repair bicycles.
- Distribution – Bicycles are distributed to nonprofits or public organizations that then pass them on to low-income individuals.

This program may be carried out by a community-based organization or an existing program may be expanded to distribute more bikes to more locations. Community-based organizations on the coastside could use donated bicycles to distribute to their clients.

Constraints

The constraints related to a bicycle donation program are:

- Finding knowledgeable and consistent volunteers for bicycle repair and assembly
- Locating a low-cost facility where bicycle storage, repair, and assembly can take place

Potential Transportation and Community Benefits

Improving access to bicycles through donations could improve access to jobs, services, and available transit. Programs that provide improved access to bicycles give people greater mobility and can reduce their dependence upon a car or transit for short local trips.

Implementation Requirements

Lead Agency: Community-based organizations

Potential partners may include: Social service organizations such as the North Peninsula Neighborhood Services Center, Safe Harbor, South San Francisco Boys and Girls Club, Puente de la Costa Sur, South San Francisco Community Learning Center, and St. Vincent de Paul.

Local Bicycle and Pedestrian Committees could assist with outreach and volunteer recruitment.

Supporting agencies: County of San Mateo; SamTrans; municipalities.

Financial

Potential Funding Sources: Regional Bicycle and Pedestrian program; TFCA Regional Fund – Bicycle Facility program; San Mateo County Transportation Authority – Alternative Congestion Relief.

Preliminary Cost Estimate: The current annual cost for the Bicycle Exchange Program run by the Silicon Valley Bicycle Coalition is \$15,000 to \$20,000 per year and distributes approximately 500 bicycles per year. The low-cost of this program is dependent on consistent volunteers for bicycle repair/assembly and a low-cost rent repair and storage facility.

Table 4-11: Strategy #7 Preliminary Evaluation

Evaluation Criteria	Assessment
Financial Feasibility <i>Cost Effectiveness, Funding Availability and Sustainability</i>	●●
The cost-effectiveness of the bicycle donation program is dependent on securing volunteers for bicycle repair/assembly and the cost of repair and storage facilities.	
Implementation Feasibility <i>Ease of implementation, Achievable within a reasonable timeframe, Potential for partnerships</i>	●●
Modeling a program or expanding on the existing bicycle donation program with established project lead agencies and project partners will make implementation more straightforward.	
Transportation Benefit <i>Broad impact to improve mobility, Compatible with existing service and plan, Effective, measurable project or program</i>	○
Providing inexpensive bicycles to low-income individuals will improve the mobility of people who may not be able to afford a bicycle, automobile, or mass transit, or as an alternative to transit or driving. However, needs related to bicycling were not expressed by a significant number of outreach process participants.	
Community Benefit <i>Addresses population(s) with the greatest need, Strong community support, Environmental benefits</i>	●
It was not clear through the workshop comments, surveys, and community based interviews, that bicycling is a frequently used mode of transportation. Raw survey data showed that bicycling accounted for 5% of trips made vs. riding the bus (48%) and walking (26%). Bicycle infrastructure was supported in the community outreach process as an inexpensive alternative to both driving short distances and long distances, when used in combination with transit.	
Low = ○ Medium = ● High = ●●	

Strategy #8

Expand existing programs and develop new programs to support mobility

Community Stated Transportation Needs

This strategy is based on the following mobility needs and barriers as stated by low-income residents:

- Low-cost transportation alternatives
- More transit options for those with special needs
- Additional bus or shuttle service and additional express buses
- Expanded shuttle services to popular destinations or smaller localized bus service
- Improved access to medical appointments and grocery/shopping destinations
- Improved access between the coastside and the rest of the County
- Improve access for southern coastside residents (Pescadero) to and from jobs in the rest of the County.

Existing regular fixed-route public transit cannot feasibly serve all areas of the County at all times and accommodate all trips. Low-income residents often rely on a combination of different modes, such as SamTrans, Muni, BART, and carpooling, in order to get to their destination. There is a high cost associated with riding multiple transit systems, because in most cases the passenger must pay a separate fare for each system.

Eighteen percent of survey respondents indicated that a low-cost loan to purchase a car would help them to get around. The top three purposes of trips that survey respondents indicated that they have a difficult time making were grocery/shopping (33%), medical (31%), and work (24%).

Project Description

Provide a range of supplemental transportation options to enhance mobility to areas that are difficult to access by public transit, especially for low-income populations without consistent access to an automobile. This strategy includes four separate substrategies:

Strategy #8-A. Create a volunteer driver program

Strategy #8-B. Reinstate the Emergency Taxi Voucher program

Strategy #8-C. Create shuttle services

Strategy #8-D. Supplement Auto Loan programs

Strategy #8-A

Create a volunteer driver program

Volunteer driver programs utilize volunteers to provide on-demand transportation service. Several models for volunteer driver programs exist throughout the Country and State.⁵ Examples include the Independent Transportation Network (ITN America) affiliates in Los Angeles, San Diego, and Monterey and Riverside's Transportation Reimbursement and Information Project (TRIP). Models vary, but the concept involves volunteers giving rides using their own personal vehicles or vehicles owned by the program. Service is generally door-to-door and often offers personalized assistance in and out of vehicles or carrying shopping items. Rider fares generally costs more than riding public transit, but less than a taxi. Volunteer driver programs can improve mobility for seniors, disabled, or those who may not own a car or have a driver's license.

The need for a volunteer driver program in the County was assessed through the Senior Mobility Action Plan and Initiative.⁶

Constraints

Volunteer ride programs constraints may include administrative overhead, liability, and finding an active agency to lead the program. Securing consistent source of funding or developing a self-sustaining model is also a potential constraint.

Potential Transportation and Community Benefits

A volunteer ride program would assist community members in reaching important destinations such as medical appointments or grocery shopping, especially in places where public transit availability is constrained by geography and low ridership, such as the coastside.

Implementation Requirements

Potential Lead Agency: Non-profit entity with private and public agency support.

Implementation of a volunteer driver program would require identification or creation of a host organization and approximately a year of planning prior to implementation. Management control and administrative cost would need to be addressed during development of a program.

Financial

Potential Funding Sources: CalWORKs; San Mateo County General Fund; Health and Human Services Realignment 2011; Title IVE; C/CAG Local Transportation Services Program; MTC Lifeline, FTA New Freedom Program (urbanized and non-urbanized).

Preliminary Cost Estimate: Development of a new volunteer driver program could cost approximately \$80,000 to \$130,000. Operation of a volunteer driver program that owns its own vehicles could cost approximately \$200,000 per year with variable capital costs.

⁵ The Beverly Foundation Pasadena, identified 121 Supplemental Transportation Programs for seniors in the state of California. The Beverly Foundation research involves identifying the key elements of organizing and providing low-cost transportation services to seniors. The website <http://beverlyfoundation.org/> includes information related to more than 800 Volunteer Driver Programs throughout the country.

⁶ Additional information about the Senior Mobility Initiative can be found here: <http://peninsularides.com/actionplan.htm>.

Table 4-12: Strategy #8-A Preliminary Evaluation

Evaluation Criteria	Assessment
Financial Feasibility <i>Cost Effectiveness, Funding Availability and Sustainability</i>	●
<p>Volunteer driver programs could fulfill an unmet need at a relatively low-cost. There are several successfully operating program models throughout the country and financial sustainability presents an ongoing challenge. Implementation in San Mateo County has been limited. The Family Services Agency of San Mateo County implemented a volunteer driver program in 2010 but discontinued it when the grant funds could not sustain the high administrative cost associated with running the program.</p>	
Implementation Feasibility <i>Ease of implementation, Achievable within a reasonable timeframe, Potential for partnerships</i>	●
<p>Implementation of a volunteer driver program would require identification or creation of a host organization and approximately a year of planning prior to implementation. Best practices research and “turnkey” kits for developing volunteer driver programs are available from non-profit organizations.</p>	
Transportation Benefit <i>Broad impact to improve mobility, Compatible with existing service and plan, Effective, measurable project or program</i>	● ●
<p>Volunteer driver programs would provide complimentary transportation to serve transportation needs that are not currently met by regular fixed-route public transit and existing transportation services. A volunteer ride program is measurable in terms of the number of people served and the cost per passenger.</p>	
Community Benefit <i>Addresses population(s) with the greatest need, Strong community support, Environmental benefits</i>	● ●
<p>The outreach process showed that low-income residents are in need of alternative transportation options, especially for purposes such as medical and grocery, which are hard to serve with transit. Coastside communities in particular are in need of low-cost supplemental transportation services.</p>	

Low = ○ Medium = ● High = ● ●

Strategy #8-B

Reinstate the emergency taxi voucher program

The emergency transportation project was operated by the San Mateo County Human Services Agency (HSA) and supported by MTC Lifeline funds. The program provided taxi vouchers for use in emergency transportation situations through the HSA Core Services Agencies. The program was successful, however it had very limited funding and thus ended in 2010.

Reinstating and expanding this program would address the need for emergency transportation for program participants who do not have access to a car or need transportation to/from destinations not served by public transit. This represented a successful public/private partnership between HSA and Burlingame Yellow Cab. Vouchers were granted on a case-by-case basis through HSA case workers and core agencies. Emergencies included, but were not limited to, medical trips, after hours emergencies, or picking up a sick child from school.

Constraints

Sustainable funding is the primary constraint.

Potential Transportation and Community Benefits

Providing a transportation safety net allows program participants to use public transportation without worrying that they will have difficulty in cases of an emergency, when matching appointments with the transit operation schedule is not possible.

Implementation Requirements

Lead Agency: San Mateo County Human Services Agency

Financial

Potential Funding Sources: CalWORKs; San Mateo County General Fund; Health and Human Services Realignment 2011; Title IVE; C/CAG Local Transportation Services Program; MTC Lifeline.

Continuation and expansion of the taxi voucher program could cost between \$30,000 - \$60,000 per year. The program is scalable by the total cost of vouchers issued.

Table 4-13: Strategy #8-B Preliminary Evaluation

Evaluation Criteria	Assessment
Financial Feasibility <i>Cost Effectiveness, Funding Availability and Sustainability</i>	● ●
Continuation and expansion of the taxi voucher program is relatively low cost as the administrative structure is already in place and established. The program is scaleable and flexible.	
Implementation Feasibility <i>Ease of implementation, Achievable within a reasonable timeframe, Potential for partnerships</i>	● ●
The Human Services Agency and Burlingame Yellow Cab have already established a process and agreement terms under the previous program. Reinstatement of the taxi voucher program would require little planning and coordination and both entities are amenable to reinstatement.	
Transportation Benefit <i>Broad impact to improve mobility, Compatible with existing service and plan, Effective, measurable project or program</i>	● ●
While this program would likely not impact a large amount of people, it provides a vital service for a specific population. Taxi voucher programs are recommended in the Bayshore Community-Based Transportation Plan as well as the San Mateo County Senior Mobility Action Plan. This program is measurable by the number of people served.	
Community Benefit <i>Addresses population(s) with the greatest need, Strong community support, Environmental benefits</i>	● ●
County residents who are low-income and transit dependent represent a population with the greatest need for emergency taxi vouchers. Without this service, some people may feel compelled to purchase a vehicle, thus contributing to greenhouse gas emissions and reduced air quality.	

Strategy #8-C

Create additional shuttle services

Shuttle service uses small buses or vans to provide transportation service to local destinations including shopping, employment centers, and residential neighborhoods. Shuttle services may be demand-response, fixed-route, or a combination of the two, a.k.a. deviated fixed-route. Specific shuttle service was suggested during the outreach process to the following destinations: grocery stores, downtown Redwood City, and between major transit hubs, medical facilities, and colleges.

The Community Transit Planning and Funding Guidebook provides information about planning shuttle services in the County.⁷

Constraints

Shuttle services require ongoing commitments for financial support and operating oversight and contract management. Most shuttles in the County are operated by SamTrans and the Peninsula Traffic Congestion Relief Alliance. Careful consideration should be given to avoiding duplication of existing services.

Potential Transportation and Community Benefits

Shuttle services could improve community access to important local destinations and employment centers that are not easily served by transit. For example, SamTrans Route 17 on the coastside currently only serves Pescadero twice a day at 7:00 am and 6:30 pm. This limited schedule inhibits transit dependent residents in Pescadero from accessing jobs in Half Moon Bay and the rest of the County. Supplementing existing transit service through the creation of shuttle services to and from work sites and/or more frequently serviced corridors and hubs

could be a viable and low-cost alternative to increasing SamTrans service.

Implementation Requirements

Lead Agency: Local jurisdictions, Peninsula Traffic Congestion Relief Alliance, SamTrans, Puente de la Costa Sur and other community-based organizations.

Potential Partners: Employers, local jurisdictions, SamTrans, community-based organizations.

A feasibility analysis and needs assessment should be conducted prior to implementation of a shuttle program. Additionally, development of a shuttle program should be coordinated with SamTrans and local jurisdictions to ensure compatibility of services.

Financial

Potential Funding Sources: San Mateo City/County Association of Governments (C/CAG) Shuttle Funding; San Mateo County Transportation Authority Shuttle Funding, MTC Lifeline.

Preliminary Cost Estimate: The annual operating cost of the average shuttle in San Mateo County is approximately \$100,000. The operating cost per passenger of existing shuttle programs in the County varies between \$3 and \$30.

Shuttle service cost will vary on vehicle type, distance, and frequency of service. Shuttle service can be provided using either purchased or leased vans.

The Shelter Network runs in informal shuttle program at an operating cost of approximately \$1000 per month, including the driver, maintenance, insurance, and gas.

⁷ [Http://www.smcta.com/localshuttleprogram/Community_Transit_Planning_and_Funding_Guide.pdf](http://www.smcta.com/localshuttleprogram/Community_Transit_Planning_and_Funding_Guide.pdf)

Table 4-14: Strategy #8-C Preliminary Evaluation

Evaluation Criteria	Assessment
Financial Feasibility <i>Cost Effectiveness, Funding Availability and Sustainability</i>	●
<p>The cost of operating a shuttle program is relatively lower than providing regular fixed-route transit service because of the smaller size of the vehicle, lower amount of necessary infrastructure, and the added flexibility. Shuttles are a low-cost alternative to adding regular fixed-route transit in areas where the potential for ridership is low. There are currently two sources of funding specifically for shuttle programs in the County. Shuttle programs are flexible and scaleable.</p>	
Implementation Feasibility <i>Ease of implementation, Achievable within a reasonable timeframe, Potential for partnerships</i>	●
<p>Implementation of a shuttle program requires commitment of an organization willing to take on the responsibility and administration of operating the service. It would also require coordination with SamTrans and a separate feasibility assessment. The Peninsula Traffic Congestion Relief Alliance can provide assistance with implementation.</p>	
Transportation Benefit <i>Broad impact to improve mobility, Compatible with existing service and plan, Effective, measurable project or program</i>	● ●
<p>A shuttle program would provide complimentary transportation service to meet the needs of residents that are unmet by regular fixed-route transit. SamTrans, the Transportation Authority, the Peninsula Traffic Congestion Relief Alliance, and the San Mateo City/County Association of Governments are currently leading a Shuttle Business Practices effort to improve planning, marketing, administration and funding of shuttles. A shuttle program is measurable in terms of the number of people served and the cost per passenger. A vanpool program is measurable by the number of passengers served and the number of vehicle miles traveled that are reduced as a result of ridesharing.</p>	
Community Benefit <i>Addresses population(s) with the greatest need, Strong community support, Environmental benefits</i>	● ●
<p>The comments received during the outreach process showed that low-income residents are supportive of alternative transportation options, and shuttles that serve localized areas in particular. Coastsides residents have a need for additional transportation options to access the rest of the County. Shuttle programs and vanpool programs benefit the environment by reducing the number of vehicle miles traveled and thus reducing greenhouse gas emissions.</p>	

Strategy #8-D

Supplement auto loan and repair assistance programs

Auto Loan programs provide loans for purchasing a car or major car repairs to low-income individuals.

The Ways to Work program is a national program of the Alliance for Children and Families that allows qualified working parents who are unable to get funds elsewhere, to receive loans up to \$6,000 to purchase, repair or refinance a car. Peninsula Family Service runs the Ways to Work Family Loan Program in San Mateo County. Loan recipients also receive financial management training in Spanish and English from Peninsula Family Service and partner organizations. The program currently gives out 30-36 loans per year and will be expanded into Santa Clara County in January 2012. The program is not at capacity, however it is constrained by the number of loans that have defaulted, which is about 15%. This program could be enhanced with additional funding to cover loan fees, insurance, and defaulted loans.

The KEYS Auto Loan program in Contra Costa County provides up to \$4000 loans to CalWORKS participants to purchase a car. This auto loan program targets those participants for whom an automobile is the only practical means of transportation to employment or training, and who would otherwise not be able to obtain an auto loan. Recipients are required to take a money management class and an auto maintenance class offered by the County.⁸

A car repair assistance, rather than loan, program could be created to help low-income individuals pay for car repairs.

Constraints

Current Ways to Work funding covers the cost of the loan, but not the loan fees, insurance,

and defaulted loans. The percentage of defaulted loans is currently at 15%.

Potential Transportation and Community Benefits

Outreach participants indicated that a low-cost loan to purchase a car could potentially serve as a solution for making trips are time consuming and difficult using their current mode (public transit, walking or biking). Assistance with obtaining a personal vehicle can benefit low-income families by increasing their employment options, allowing children to be taken to day care and other activities, accessing services, and running errands. Additionally, the loan is through a private bank and therefore the program can improve the client's credit when it is repaid.

Implementation Requirements

Potential Lead Agency: Nonprofit social services agencies (such as Peninsula Family Service), government social services agencies.

Financial

Potential Funding Sources: MTC Lifeline.

Preliminary Cost Estimate: The total cost of the Ways to Work Loan Program is \$175,000 per year. The additional funding needed to cover the fees associated with defaulted loans is approximately \$4000 per defaulted loan, or approximately \$44,000 per year.

⁸ City of Concord Monument Corridor Community Based Transportation Plan. 2006.

Table 4-15: Strategy #8-D Preliminary Evaluation

Evaluation Criteria	Assessment
Financial Feasibility <i>Cost Effectiveness, Funding Availability and Sustainability</i>	●
<p>The Ways to Work Loan Program is currently self-sustained through multiple grant sources. However, the support and administrative cost is relatively high at approximately \$4500 per loan.</p>	
Implementation Feasibility <i>Ease of implementation, Achievable within a reasonable timeframe, Potential for partnerships</i>	● ●
<p>The Ways to Work Loan Program is currently in operation. Enhancement of the existing program would require minimal additional effort.</p>	
Transportation Benefit <i>Broad impact to improve mobility, Compatible with existing service and plan, Effective, measurable project or program</i>	●
<p>While this program benefits a relatively small amount of people, the magnitude of the benefit for loan recipients is significant. The program is measurable by the number of families that are able to purchase a car as a result of being granted a loan.</p>	
Community Benefit <i>Addresses population(s) with the greatest need, Strong community support, Environmental benefits</i>	● ●
<p>Low-income individuals and especially families with children have a need for regular access to a vehicle in areas where the transit system cannot accommodate multiple trips to multiple locations over short periods of time. This program is currently supported by the community through donations and grants to Peninsula Family Service.</p>	
<p>Low = ○ Medium = ● High = ● ●</p>	

OTHER SUGGESTIONS NOT INCORPORATED INTO TRANSPORTATION STRATEGIES

This section addresses topics that arose during the outreach process, but were not appropriate for inclusion in the Transportation Strategies.

Bus Operator Training

Transportation issues related to SamTrans bus operators were voiced by workshop participants. Specific participant-stated needs mentioned during the outreach process included:

- Increased operator training for knowledge of all bus routes;
- Friendly/polite bus operators;
- Bus ramps being deployed without passengers having to ask; and
- More help for the disabled and elderly from bus operators.

These issues have been discussed with the Manager of Transit Operations Training at SamTrans, who provided the following input regarding these matters:

With respect to route training: all Bus Operators are expected to know the route that they are driving. They are not required to know all District bus routes. The scope and breadth of the SamTrans system is extensive, and some routes are operated by contracted service. SamTrans does, however, supply printed schedules on the buses. The maps on the printed schedules show transfer points to adjoining routes and an automated system on the bus announces the published transfer points shortly before arrival.

SamTrans strives to train professional, polite Bus Operators. In the event a passenger has a negative experience with a bus operator, he/she is asked to report the incident to SamTrans customer service. This ensures that SamTrans can address the issue directly and ensures follow up with the Bus Operator.

As regards the complaint about bus lift or ramps being deployed without passengers having to ask, SamTrans rules and procedures require that a passenger must ask for the ramp or lift to be deployed in order to minimize dwell time. Rules also require that a passenger must be able to load their own groceries or packages on the bus without assistance, including passengers with disabilities and elderly passengers.

Redi-Wheels

Improved Redi-Wheels paratransit service was suggested by members of the project Steering Committee as well as workshop participants. Most of the suggestions were in regards to scheduling. Members of the Steering Committee commented that their clients cannot rely on Redi-Wheels to get to appointments on time and that their clients have been stranded because their appointment lasted longer than expected and they missed their ride home.

Redi-Wheels is a demand-response system, meaning that rides are scheduled according to the place and time when a passenger needs to be picked up and dropped off. Redi-Wheels schedules pick-ups within a 20-minute window. If a customer does not come outside when the Redi-Wheels van arrives, the driver will wait five minutes before calling dispatch to request that the customer be called on the telephone. If the customer is unreachable the driver is instructed to leave and the customer is reported as a “no-show.”

Redi-Wheels has a “no strand” policy. If a customer misses their scheduled return ride, they can call Redi-Wheels to explain the situation and to request that the next available vehicle come to pick them up.

Redi-Wheels is operated by SamTrans, which takes customer complaint review, investigation, and follow-up very seriously. The suggested service improvements from the Steering Committee have been forwarded to the appropriate

staff at SamTrans. SamTrans advises that in the event a passenger has a negative experience with Redi-Wheels, they should report the incident as soon as possible to Redi-Wheels or SamTrans customer service so that Redi-Wheels can address the issue directly. There also are comment cards available in each of the Redi-Wheels vehicles, which can be mailed to SamTrans at the customer's convenience. The customer will be contacted after the complaint investigation to report on the results.

5

ACTION PLAN

Bridging the gap between planning and action is critical to the this planning process. Implementation of this plan relies on multiple jurisdictions and agencies, each responsible for different strategies described in Chapter 4. Furthermore, funding for the strategies may be acquired from a variety of sources, including local, regional, state and federal sources. This chapter describes a plan of action to establish an implementation process and timeline, secure commitments by lead agencies and project partners, and pursue required funding.

IMPLEMENTATION MATRIX

The implementation matrix describes the implementation timeframe, funding sources, lead agencies and partner agencies identified for each of the transportation strategies. As implementation of these strategies proceeds, there is the possibility that other agencies or community-based organizations may step forward as leads or partners on the project.

ONGOING PROCESS FOR IMPLEMENTATION

This plan recommends the establishment of an ongoing process for implementation of the transportation strategies outlined in this plan and the four community-based transportation plans conducted in the County. This plan's Project Oversight Committee, consisting of project partners, and Steering Committee, consisting of project stakeholders, could be combined to provide to form a Countywide Lifeline Committee. The lead agency for this group could be C/CAG or the Human Services Agency. The purpose of this committee would be to provide technical assistance, monitor, and evaluate projects for lead agencies wishing to implement the transportation strategies. The Committee could meet on an as needed basis. For example, the committee, or an ad-hoc subcommittee, could meet to discuss an upcoming MTC Lifeline Funding call for projects.

Table 5-1 Implementation Matrix

Strategies	Capital or Operating Project	Potential Funding Sources	Potential Lead Agencies	Potential Partner Agencies
1 Improve transit stop amenities	Capital	Metropolitan Transportation Commission TLC Capital Program Funds and Lifeline Funds; and FTA Transportation Enhancements fund (Section 5307)	SamTrans, local jurisdictions, BART	Local jurisdictions
2 Increase public understanding of how to use transit	Operating	MTC Lifeline	SamTrans, local jurisdictions, CBOs, Clipper	Alliance, CBOs
3 Provide free or discounted fares for low-income transit users	Operating	Lifeline Transportation funding; CalWORKS; San Mateo County General Fund; Health and Human Services Realignment 2011; Title IVE; Community Development Block Grants (CDBG); private foundations.	The San Mateo County Human Services Agency (HSA), MTC, SamTrans, Colleges and Universities	
4 Improve SamTrans connections and service	Operating	SamTrans operating funds; C/CAG Local Transportation Support Program; TFCA funds; JARC; MTC Lifeline	SamTrans	
5 Improve pedestrian safety and amenities	Capital	Local agency general funds (streetscape improvements on residential streets); Transportation Authority (TA) Bicycle and Pedestrian Funds; C/CAG Safe Routes to School program; MTC's Transportation for Livable Communities (TLC) planning and capital grant program; FTA Section 5307 Transportation Enhancements fund; Safe Routes to Transit program; Regional Bicycle and Pedestrian program; Transportation Development Act (TDA) Article 3 Bike/Ped program administered through C/CAG; Community Development Block Grants (CDBG)	Local jurisdictions	

Strategies	Capital or Operating Project	Potential Funding Sources	Potential Lead Agencies	Potential Partner Agencies
6	Improve bicycle safety and amenities	Capital Local agency general funds; County general funds; Regional Bicycle Program (RBP); Safe Routes to Transit program; Safe Routes to School program; Alliance Bike Rack program; Transportation Fund for Clean Air (TFCA) Regional Fund – Bicycle Facility program, and the State of California Bicycle Transportation Account (BTA)	Local jurisdictions	C/CAG, SamTrans, Caltrain
7	Provide free or discounted bicycles to low-income persons	Operating Regional Bicycle and Pedestrian program; TFCA Regional Fund – Bicycle Facility program; San Mateo County Transportation Authority – Alternative Congestion Relief.	Community-based organizations	CBOs, Social Service Organizations, Bicycle and Pedestrian Committees, County of San Mateo; C/CAG, SamTrans
8-A	Create a volunteer driver program	Operating CalWORKs; San Mateo County General Fund; Health and Human Services Realignment 2011; Title IV-E; C/CAG Local Transportation Services Program; MTC Lifeline, FTA New Freedom Program (urbanized and non-urbanized)	Non-profit entity with private and public agency support	
8-B	Reinstate the emergency taxi voucher program	Operating CalWORKs; San Mateo County General Fund; Health and Human Services Realignment 2011; Title IV-E; C/CAG Local Transportation Services Program; MTC Lifeline.	HSA	
8-C	Create additional shuttle services and vanpools	Operating San Mateo City/County Association of Governments (C/CAG) Shuttle Funding; San Mateo County Transportation Authority Shuttle Funding, MTC Lifeline.	Local jurisdictions, Peninsula Traffic Congestion Relief Alliance, SamTrans, Puente de la Costa Sur and other community-based organizations	Employers, Local jurisdictions, SamTrans, community-based organizations
8-D	Supplement the ways to work loan program	Operating MTC Lifeline (JARC)	Nonprofit social services agencies (such as Peninsula Family Service), government social services agencies	

PERFORMANCE MEASURES

The strategies presented in this plan cover a wide range of transportation needs, from walking and biking to access to transit. The implementation of these strategies will take place over the short, mid, and long-term, and will depend on the availability of funding and on finding a champion at an appropriate lead agency. The long term outcome of this plan is something of interest to both the residents of San Mateo County and the responsible agencies. As the partners work together to implement the strategies as projects, it would be valuable for performance measures to be created that allow the success of the strategies to be evaluated. Performance measures should evaluate the improved mobility of county residents as it relates to specific strategies; for example:

- Increased pedestrian and/or bicycle activity in the area (Strategies #5 and #6)

- Increased SamTrans boardings in the area (Strategy #4)
- Increase in the number of discounted transit passes distributed to residents in the area (Strategy #3)

Specific and meaningful performance measures can only be recommended once these strategies are taken to the project level, at which point appropriate measure could be developed that relate to the particular operating conditions, funding source, and target population. Once these projects are implemented, performance measures should be developed by the appropriate lead agencies.

FUNDING SOURCES

Potential funding sources for the recommended strategies are described in Appendix C.

Table 5-1 : Next Steps

Next Steps	Timeframe	Lead Agency/ Partners
Distribute Draft Plan for comments to Project Oversight Committee, Stakeholders, and Targeted Distribution List	December 2011	SamTrans
Present Draft Plan to Steering Committee	January 5, 2012	SamTrans
Present Draft Plan to C/CAG Board	January 12, 2012	SamTrans, C/CAG
Present Final Plan to C/CAG Board	February 9, 2012	SamTrans, C/CAG
Establish Countywide Lifeline Committee	March 2012	C/CAG, HSA
Develop applications for discretionary grant funding for recommended strategies	January 2012	Project Leads
Consideration by C/CAG and SamTrans of recommended service improvements for incorporation into short range transit plans, SamTrans Strategic Plan, and other planning, funding, and implementation decisions.	FY 12 and FY 13	C/CAG, MTC, SamTrans

